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FINAL REPORT

"RECRUITMENT, RETENTION, MOBILIZATION, AND  
TRAINING OF THE WOMAN CHAPLAIN"

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The objective of this study was to provide this office with information, recommend programs and strategies designed to contribute to the recruitment, retention, mobilization and training of women chaplains. Although the study identified some specific techniques and provided some positive recommendations, it was not specifically addressed to women; it was too general. Responses/conclusions did not address the tasks outlined in the schedule of deliverables. Much of the information provided by the contractor (cont'd)

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was data already known to this office. Some of the recommendations are controversial. It is apparent that the contractor performed a great deal of research. However, the results of the firm's research were not provided in meaningful forms and conclusions which could be implemented by DACH. We are of the opinion that there is much more useful information that the contractor has, but which he has not provided to this office. At a briefing of the draft final report, the contractor was asked to modify portions of his preliminary findings; to indicate in a more specific manner how they addressed the issues relating to women. This request was not adequately addressed. A number of recommendations were included in the Executive Summary. However, they do not substantially state the "how to" implement the same. (3) Conclusions: The contractor summarized attitudes and opinions of individuals interviewed. He, in most instances, merely substantiated facts/ideas which were already known by DACH. Implementation: DACH will review the recommendation summaries to extract whatever portions can be utilized.

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The views, opinions, and findings contained in this report are those of the author(s) and should not be construed as an official Department of the Army position, policy, or decision, unless so designated by other official documentation.

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## EXECUTIVE SUMMARY

### PURPOSE

Research was conducted to provide the Chaplains Branch of the U. S. Army with information and recommendations designed to contribute to the recruitment, retention, mobilization and training of women chaplains.

### METHODS

The data for this project were collected by interview, questionnaire, survey, review of written materials, and review of relevant literature resources.

### RESULTS

Results showed that the Army is handling the addition of women to the Chaplaincy in a generally satisfactory manner. However, a number of important improvements were identified. The areas addressed in the project were recruitment; training; retention; and mobilization of women chaplains. The results showed that recruitment is not systematic or goal oriented and is done mostly through personal contacts with members of the Chaplaincy. Training has the challenge to improve its relevance to Army needs. Retention always has been good for the Chaplaincy and should remain good in the case of women if steps are taken to enhance their acceptability as equals by male counterparts. The mobilization issue was found to be largely a political matter. However, serving in combat zones did bother the women surveyed.

### RECOMMENDATIONS

#### A. RECRUITMENT

1. The Chief of Chaplains Office should modify and/or create new organizational elements for the Chaplaincy to maximize

recruitment flexibility and program effectiveness through organizational structure and personnel strategies.

2. Develop and implement programs and strategies to facilitate and improve the recruitment process.
3. Develop and implement programs to promote general awareness of the Chaplaincy among potential recruits and the religious community.
4. Develop and distribute recruitment materials that will generate interest in the Chaplaincy as a career option.

#### **B. TRAINING**

1. Create a liaison officer specifically assigned to interface and coordinate with seminary faculty and students concerning women in the Chaplaincy.
2. The chaplains school curriculum, organizational structure and goals should be reviewed.
3. Create a center for continuing professional education under the direction of the chaplains school.
4. Senior level personnel should have instruction/workshops developed to meet their training needs.
5. A co-pastorate type of field training should be considered for new chaplains with no experience prior to entering the Chaplaincy.

#### **C. RETENTION**

1. Standardize the assignment/training system at the post level to assure a sound base of knowledge of the Chaplaincy.

2. Establish training programs to teach methods and means of building support networks.
3. Review DOPMA for policy changes relative to retention.
4. Establish a proficiency pay system to allow rewarding of professional advancement during long periods between promotions.
5. Review assignment and training policies to ensure that women are not singled out without justification.

**D. MOBILIZATION**

1. Change the enlistment contract to contain a disclaimer for the possibility of legal change in policy toward women in combat.
2. Establish a fact finding survey policy to be implemented every two years to obtain attitudes towards issues such as mobilization.

## SECTION I

### INTRODUCTION

#### PURPOSE

Research was conducted to provide the Chaplains Branch of the U. S. Army with information and procedures designed to contribute to the recruitment, retention, mobilization, and training of women chaplains. The study focus was on modifiable factors rather than on unresolvable social issues. The design goals of the recommendations in this report are that they be useable directly by action officers.

#### OBJECTIVES

The Army identified 11 objectives for this project. The project addressed common concerns and approaches among the objectives together with the identification of related needs. The 11 objectives are summarized below. A detailed analysis of each objective is contained in Appendix D. The objectives were:

1. Identify procedures that will contribute to recruitment and retention of women chaplains.
2. Determine which types of promotional materials are required to interest women in the military chaplaincy.
3. Develop strategies to provide information on the requirements, duties, expectations and exigencies of military life.
4. Determine which Chaplain Branch policy changes are required in career management to enhance the retention of women chaplains.
5. Determine the impact under mobilization of increased numbers of women chaplains in providing ministry to combat soldiers.

6. Examine the impact on denominational balance, considering that only a limited number of denominations endorse women clergy.
7. Identify training requirements for women chaplains that are different or in addition to those for male chaplains.
8. Examine training requirements over and above those addressed in the Basic Course.
9. Determine professional development requirements for women chaplains that necessitate changes to the current Professional Development Plan.
10. Determine strategies required to develop within women chaplains the necessary understanding of the military system and their role within the system.
11. Determine strategies to develop an understanding of the roles and responsibilities of supervisory chaplains and to develop supervisory skills for women chaplains.

#### STUDY CONTEXT

The project attempted to provide information for decision making in an understandable form and format. The original objectives were used as guides, but not as a limit on information gathering. The obtaining of useful information and the organizing of that information were driving forces in the collection of field data.

The nature of the Chaplaincy and its place in the structure of the religious community were considerations in the collection of information and in making recommendations. Relevant policies of the Department of The Army also were considered. The Chaplaincy also has a political presence in public opinion and social directions. All of these factors were part of the context of the study. It is not possible to engage in this kind of research without acknowledging these influences. The fact is that most of

these considerations are not controllable by either the Chaplaincy or the research community. These and other factors were considered in the form and content of all recommendations.

#### REPORT ORGANIZATION

This report is divided into sections. The first section provides the basis on which the project was undertaken. Section II contains a summary of project recommendations. Section III presents the methodology used for data collection and analysis. Section IV describes the overall results of the data collection effort. Conclusions based upon the results concerning the stated objectives are presented in Section V. Section VI is the heart of the report. It provides implementation recommendations. Supporting information and detailed results are presented in appendices.

## SECTION II

### RECOMMENDATION SUMMARIES

This section contains a summary listing of recommendations based on the results of this project. The detailed recommendation and supporting materials are in Section V of this report.

#### RECRUITMENT

1. The Chief of Chaplains Office should modify and/or create new organizational elements for the Chaplaincy to maximize recruitment flexibility and program effectiveness through organizational structure and personnel strategies.
  - A. Establish two entry levels into the Chaplaincy dependent upon prior experience of the candidate.
  - B. Create a summer chaplain internship with no obligation for further military service by participants.
2. Develop and implement programs and strategies to facilitate and improve the recruitment process.
  - A. Create a liaison officer position within the Chief of Chaplains Office to coordinate recruitment efforts.
  - B. Engage in team building efforts to foster cooperation and communication among Chaplaincy, churches, endorsing agents (agencies) and seminaries on a regular basis.
  - C. Establish a speakers bureau to provide Chaplaincy speakers to local areas.
  - D. Endorse a policy that all recruitment inquiries or requests for information are forwarded to the liaison office (see A).

3. Develop and implement programs to promote general awareness of the Chaplaincy among potential recruits and the religious community.
  - A. Develop curricular materials in religious education subject areas that could be obtained by seminaries and theological schools at minimum cost.
  - B. Establish program of awareness outreach speakers using selected active duty chaplains, reserve chaplains or former chaplains to make presentations about the Chaplaincy (see recruitment 2.C).
  - C. Using resources available in the form of advanced training courses for the Chaplaincy, open classes to civilian clergy on a limited availability basis.
4. Develop and distribute recruitment materials that will generate interest in the Chaplaincy as a career option.

#### TRAINING

1. Create a liaison officer specifically assigned to interface and coordinate with seminary faculty and students concerning women in the Chaplaincy.
  - A. Coordinate information on women in the Chaplaincy with general recruitment efforts (see recruitment 2.A).
  - B. Create an additional skill indicator (ASI) in accordance with AR351-27 to assure liaison officer career compatibility.
  - C. The liaison officer should assist in sharing of training material with civilian educational establishments.
2. The chaplains school curriculum, organizational structure and goals should be reviewed.

- A. Conduct a needs assessment of Chaplaincy training requirement.
  - B. Develop a career planning training program for implementation during the school resident phase of basic chaplain training.
  - C. Create a course for chaplains prior to their first field assignment on how to develop a personal support group.
  - D. Establish as training policy the teaching of courses to all students on major social issues (i.e. womens issues) at both the basic and advanced course levels.
  - E. Create basic chaplain training modules designed to include experiences resulting in the students developing confidence in their understanding of military culture and function.
  - F. Introduce management training courses at all levels, but with major concentration in advanced course.
  - G. Review basic course content with the view to moving materials into continuing education for job relevance.
3. Create a center for continuing professional education under the direction of the chaplains school.
- A. Develop field training modules using multimedia presentations to address important social issues, such as male/female issues.
  - B. Career development information should use the continuing education channels.
  - C. Skills required for specific assignments such as funds accounting, should be made available through a continuing education center.

- D. Continuing education modules should have a range of subject and difficulty for all levels of the chaplaincy.
- 4. Senior level personnel should have instruction/workshops developed to meet their training needs.
  - A. The post chaplains should receive special instruction/workshops on male/female issues.
  - B. Supervisory chaplains should participate in training on the basic functions of planning, organization, directing, and controlling.
- 5. A co-pastorate type of field training should be considered for chaplains with no ministry experience prior to entering the chaplaincy.

#### RETENTION

- 1. Standardize the assignment/training system at the post level to assure a sound basis of knowledge of the Chaplaincy.
  - A. Specific rotation and assignment types to be completed at post within tour of duty.
  - B. Specify continuing education modules to be completed during post tour of duty.
  - C. Specify maximum levels of responsibility that can be assigned during initial tour of duty.
- 2. Establish training programs to teach methods and means of building support networks.
- 3. Review DOPMA for policy changes relative to retention.

- A. Consider non administrative abilities for retention without promotion.
- B. Review policy on age requirements to enter the Chaplaincy, with a view to extending age limits.
- 4. Establish a proficiency pay system to allow rewarding of professional advancement during long periods required between promotions.
  - A. Create a career ladder which will allow the addition of ASI as rewards.
  - B. Create career patterns associated with the assignment of ASI.
  - C. The principal resource for development of ASI should be the continuing education system.
- 5. Review assignment and training policies to ensure women are not singled out without justification.
  - A. Establish a policy of equal assignment as far as is possible.
  - B. Establish a policy of equal training without exception.
  - C. Establish that equal qualifications are required of all chaplains.

#### MOBILIZATION

- 1. Change the enlistment contract to contain a disclaimer for the possibility of legal change in policy toward women in combat.
  - A. Obtain legal assistance in drafting the disclaimer.
  - B. Review policy changes with Army legal staff members.

2. Establish a fact finding survey policy to be implemented every two years to obtain attitudes towards issues such as mobilization.
  - A. A mail survey of all chaplains should be performed by The Chief of Chaplains Office every two years.
  - B. The proposed survey should be limited to approximately thirty questions to enhance the return rate and for ease of processing and analysis.

## SECTION III

### METHODS

#### INTRODUCTION

Project objectives are summarized in Section I. Each objective was carefully analyzed in terms of the following factors: specific questions to be answered; sources of information; technical tasks to be performed; measurement instrument requirements; and expected outcomes. The analysis provided the basis for selecting and developing project methods. Methods of data collection are summarized below. Subsequent paragraphs amplify each data collection method.

1. Literature review.
2. Review of Army policy and procedures manuals, and related documentation including: recruitment materials; personnel records; organization charts; job descriptions; assignment policies; and training records.
3. Surveys of:
  - o 10 female chaplains
  - o 29 male chaplains
  - o 10 administrative/post chaplains
  - o 18 chaplain's staff
  - o 79 constituents
4. Letters of inquiry to 112 seminaries.
5. Interviews with:
  - o 10 female chaplains
  - o 15 male chaplains

- o 10 administrative/post chaplains
- o 6 representatives of seminaries
- o 6 representatives of religious denominations

#### LITERATURE REVIEW

A computerized literature search was performed using the Lockheed Dialog Information Retrieval System. The search strategy included various combinations of the following keywords:

women  
military  
clergy  
religion

The most relevant documents were identified and obtained. They are listed in the reference and bibliography sections of this report.

In addition to the computer literature search, the project staff consulted with several military and religious representatives who provided useful information on religious careers in the military.

#### REVIEW OF ARMY MANUALS

Through the Army Chief of Chaplains, access was obtained to review relevant documents concerning Army and chaplain's office rules and regulations. These included recruitment materials, hiring policies, charts of organization within the Chaplaincy and the Army, job descriptions, assignment and promotion policies, and training requirements. These documents were used as background or supporting documentation for developing interview and survey schedules and as one basis for developing project recommendations.

## DESCRIPTION OF SURVEY SAMPLE

Surveys were personally administered to 162 individuals including chaplains, chaplain's staff, and constituents who were stationed on six Army bases. Of this sample, 6% were administrative chaplains, 25% were chaplains, 11% were staff, and 49% were constituency. Content of the survey is discussed subsequently in this section.

Percentages of the sample that fell into several categories were computed and are presented below:

Primary MOS		Sex	
56A	30%	Male	80%
71M	11%	Female	20%
71L	8%	Type of Duty	
16F	9%	Active	88%
Other	42%	Reserve	9%
Rank		Pay Grade	
Colonel	4%	06	4%
Lt. Colonel	6%	05	6%
Captain	17%	03	17%
Sgt. 1st Class	14%	E6	9%
Sergeant	12%	E5	12%
Corporal	11%	E4	11%
Recruit	21%	E1	21%
Other	15%	Other	20%
Religious Denomination		Ethnicity	
Methodist	6%	Black	25%
United Church of Christ	3%	White	61%
Baptist	28%	Hispanic	5%
Catholic	14%	Asian	2%
Lutheran	9%	Native American	3%
None	4%	Other	2%
Other	15%		
Did Not Answer	21%		
Age		Area of Country Considered Home:	
Under 20	13%	Northeast	23%
20-25	12%	Northwest	4%
26-30	30%	Southeast	35%
31-35	12%	Southwest	15%
36-40	15%	North Central	12%
Over 40	17%	South Central	7%

The average number of years spent in the Army was 6.6, and the average number of years in their current assignment was 1.3.

#### LETTERS OF INQUIRY TO SEMINARIES

A letter of inquiry (See Appendix C) was sent to 112 seminaries in the United States. The letter requested information regarding policies and attitudes toward women in the ministry and service of women in the Chaplaincy.

#### DESCRIPTION OF INTERVIEW SAMPLE

Ten of the eleven women chaplains in the Army were interviewed (the eleventh was stationed in Germany making an interview impractical). In addition, ~~there~~ five male chaplains and the Post Chaplain were interviewed at each base that was visited.

The original goal was to visit all Army bases that have woman chaplains. There were problems, however, in obtaining permission for admittance onto FORCECOM bases. The three FORCECOM bases that have woman chaplains released the women to TRADOC bases for interviews. Table 2 shows the Army bases that were visited for the purposes of interviewing chaplains and surveying chaplains' staffs and constituencies.

Table 2. Army Bases Visited and Number  
Of Woman Chaplains Interviewed

Base and State	Number of Woman Chaplains
Fort Sill, OK	1
Fort Bliss, TX	2
Fort Jackson, SC	3
Fort Belvoir, MD	1
Fort Eustis, VA	1
Fort Monmouth, NJ	2

In addition to interviewing chaplains, a sample of seminaries that accept women were contacted for personal interviews. Of these, the following were visited:

Union Theological Seminary, New York  
Interdenomination Theological Center, Georgia  
Fuller Theological Seminary, California  
Graduate Theological Union, California

Representatives of religious denominations also were contacted for personal interviews. A representative cross-section of all religions was contacted, and interviews were granted by the following denominations/religious councils:

African Methodist Episcopal  
Christian Methodist Episcopal  
National Association of Evangelicals  
National Presbyterian Council  
National Progressive Baptist Conference  
Commission on Chaplain & Armed Forces Personnel

#### SURVEYS

Survey items were developed to obtain information related to one or more of the project objectives. The survey was developed in three levels: one intended for chaplains (125 questions), one for chaplains' staff (115 questions), and one for constituency (57 questions). The surveys are presented in Appendix A. The topic areas are summarized in Table 3.

The items included on the constituency survey were designed to assess people's religious and counseling needs, feelings about women in the Army, feelings about women and men serving as chaplains, and knowledge of the functions of the Chaplaincy.

The chaplains' staff survey addressed these items plus several other, more specific items regarding job satisfaction, career opportunities, promotion and training policies, recruitment materials, and Army treatment of men and women.

The survey for chaplains included all previous items plus items inquiring about their specialized training, expected roles in the Army, and how they were recruited. Additionally, the chaplains were asked to report their actual and ideal time breakdowns for each of several duties.

All survey items were worded as statements that could be rated on a 7-point scale from strongly disagree to strongly agree.

The three groups were additionally requested to provide basic demographic information. This information was used to determine the representativeness of the sample and to provide a basis for comparing various groups of individuals based on job, sex denomination, etc.

Table 3. Description of Survey Areas

Survey Area	Constituency	Chaplain Staff	Chaplains
Religious and counseling needs	x	x	x
Feelings about women in the Army	x	x	x
Feelings about Chaplains	x	x	x
Knowledge of functions of the Chaplaincy	x	x	x
Job satisfaction		x	x
Career opportunities		x	x
Promotion and training policies		x	x
Recruitment materials		x	x
Treatment of men and women in the Army		x	x
Special training obtained			x
Expected Army roles			x
Recruitment techniques			x

## INTERVIEWS

A copy of the interview questionnaire used for chaplains and post chaplains is presented in Appendix C. The questionnaire was used as a guideline in conducting interviews; actual interviews focused on the areas that were of special concern or importance to each chaplain. Topic areas included recruitment, retention, promotional materials, information about the military, career management, assignment, denominational balance, training, professional development, and understanding the military system.

The purpose of visiting seminaries was to obtain information regarding the placement of chaplains, especially women, in military careers and to solicit recommendations for improving relations between the military and seminaries.

Interviews with representatives of several denominations/religious councils were conducted after a preliminary set of recommendations had been developed. The religious representatives reviewed the recommendations and offered their reactions and suggestions. The main purpose was to obtain their inputs and reactions to proposed recommendations.

## DATA ANALYSIS

The surveys administered to chaplains, chaplains' staff, and constituents were analyzed using the Statistical Package for the Social Sciences (SPSS). Descriptive statistics, such as frequency of response and relative percent of response, were computed for each of the demographic variables (first page of the survey). These have been summarized earlier in this section of the report (see Description of Survey Sample) and are listed in detail in Appendix A.

A correlation matrix was computed using every variable of the survey (15 demographic variables and 125 rating items) to identify relationships between variables and to cross validate the reliability of

responses to survey items. Significant correlations are reported in the results. The criterion for statistical significance was  $p < .05$ , which means that such strong correlations could be expected to occur by chance fewer than five times in one hundred. The correlation matrix is presented in Appendix B.

Responses to the rating items on the surveys were analyzed by job, rank, number of years in the service, sex, age, ethnicity, religion, region of the country considered home, whether the respondent had seen a woman chaplain, and whether he/she had ever been professionally associated with a woman chaplain. Other analyses evaluated rankings by sex for all chaplains, and by sex for Captain chaplains.  $t$  tests were computed for each of the analyses to obtain the statistical significance of differences between groups.

The 62 responses to the letter of inquiry sent to seminaries were subjectively analyzed and used as background information to the development of recommendations for the recruitment, retention and training of women chaplains in the U. S. Army.

All interviews with chaplains, seminaries, and religious councils were likewise analyzed subjectively. The information obtained through these interviews was very rich in some topics and lacking in others, depending on the particular circumstances and areas of experience or knowledge. For these reasons, trying to code responses into predetermined categories tended to simplify and reduce the richness of the interviews. All interviews were therefore summarized by the interviewer, who emphasized important points. The summaries were then discussed among the project staff and used as one basis for making recommendations.

#### DEVIATIONS FROM ORIGINAL DATA COLLECTION PLANS

Only two problems were encountered during the data collection phase of the project. The first, that of not obtaining permission to visit certain bases, was overcome by making arrangements to interview the women chaplains at centralized locations. This interview procedure had no overall effect on the data collection.

The second problem, also minor, was the unavailability of policy documents of different religions. Rather than performing the proposed document review, representatives of several religions were contacted and proved to be very cooperative in providing requested information and suggestions.

## SECTION IV

### RESULTS

The collection of data for this project went smoothly. The cooperation of all concerned was excellent. The resulting wealth of data, however, made the compilation of the results a complex undertaking. This section is organized by type of data collection (i.e., survey, questionnaire, etc.). Key results are summarized at the end of the section. The results represent the attitudes, opinions, and orientations of the participants, along with objective facts. Therefore they should be used as guides rather than absolutes. Detailed results data are contained in Appendices A and B.

#### QUESTIONNAIRE

The most useful analysis of the questionnaire data was to divide the questions into subject areas and examine the results on an area by area basis. The first area was recruitment. The questions are numbers 14, 26, 38, 67, 76, and 117. The overall impression is that recruitment is not really done by the Army for chaplains. Direct recruitment, however, works outside in the religious community. The statement "I was recruited by the Army" (117) was generally disagreed with by all chaplains. The general consensus was that recruitment should be improved. The only disagreement dealt with increasing specific recruitment goals for women. The men were not as supportive as the women of that goal.

The next questionnaire area was training. The questions are 10, 22, 32, 34, 46, 60, 71, 74, 85, 95, 118 and 122. The chaplains generally considered themselves adequately trained. The chaplains support staff responded with the idea that chaplains need more and better training. The chaplains agreed that training should be improved. The more experienced (older) chaplains reported more training opportunities and a better gain from training. The men felt that existing training favored the women, but the women chaplains did not agree.

Promotion and policies related to promotions were addressed in questions 6, 20, 35, 44, 58, 64, 73, 78, 84, 86, 91, 93, 94, 100, 101, 102, 106, 107, 108, 111, 112, 114, and 115. There was general agreement that assignment practices are fair (unbiased). Promotions, on the other hand, were seen as favoring women. The younger the chaplain, the more promotion practices were seen as needing change. Support for career development was considered nonexistent. Equal Employment Opportunity (EEO) goals were generally disliked by older chaplains and endorsed by women chaplains. The opinion was implied that the promotion system takes into account too many factors that are not performance oriented. The same concern was seen for job assignment practices.

The retention policy area was covered in questions 7, 17, 23, 31, 53, 57, 83, 90, and 124. The questions centered on the chaplain's role. The older the respondents, the more satisfied they were with the role of a chaplain. The understanding of the military by women was seen as a problem by younger males. Acceptance of the chaplain's role in the military was generally good. It appeared that experience helps with role acceptance. Most comments reflecting dissatisfaction came from chaplains who were in the service for a long period before their first promotion.

The questionnaire also was used to sample attitudes toward women in the Chaplaincy, sexual equality and equal treatment of the sexes. Questions in these areas were: 3, 8, 11, 21, 22, 24, 25, 29, 31, 32, 33, 35, 36, 37, 38, 39, 43, 44, 48, 51, 52, 55, 71, 101, and 102. Individuals who would most likely be serving a woman supervisor (younger chaplains and support staff) expressed negative views toward women as supervisors. The attitude directed toward women by the younger male chaplains was one of questioning their ability and not wanting to personally interchange with women on professional matters. The exception was that new chaplains did not seem to have the former attitudes; it is only after the first year or so of service that their negative attitudes develop. Senior chaplains did not express this lack of respect for the supervisory capabilities of women chaplains.

The attitudes expressed about equal treatment of men and women were generally favorable. The males felt women receive special treatment, but

not excessively. There was some feeling that the troops prefer male chaplains. The feeling that women need extra help, such as special training, was endorsed by the younger males but disagreed with by the women and older chaplains. The attitudes expressed indicated a difficult process of acceptance of women chaplains by their male counterparts.

The service of chaplains as counselors was explored in questions 9, 15, 21, 25, and 47. The role of counselor was generally endorsed for chaplains, except by the chaplains support staff. It follows that one does not go to his boss for personal counseling. The younger chaplains placed more importance on the counseling aspects of the chaplains jobs. There still are some attitude problems about women as counselors, particularly among young male chaplains.

The religious aspects of the chaplains duties were explored in a general way in questions 1, 4, 5, 13, 18, 30, 42, 45, 49, 54, 56, 57, 68, 88, 90, 97, 98, 119, and 123. Responses to questions dealing with denominational balance indicated that a policy of balance should be considered as a goal but not as a requirement. The ecumenical approach is accepted by chaplains. The constituency did not care about denominational balance or ecumenical aspects. They also did not care about internal policies of the Chaplaincy. Older chaplains were more committed to the ecumenical approach and their careers than were the younger chaplains. The younger chaplains felt a greater sense of isolation from their denomination and the civilian church. The chaplains staff was more oriented with the general constituency and did not care about Chaplaincy policies.

The knowledge of Chaplaincy functions and the reasons for policies were explored in questions 12, 23, 27, 45, 49, 50, 57, 81, 91, 92, 94, 98, and 100. It was not surprising to find that the constituency expressed the least amount of knowledge about the function of the chaplaincy. The policies were seen in need of change by junior level people and satisfactory by senior level personnel. The only area questioned was denominational balance. There was a difference by sex of respondent on the need to change denominational balance policy. Women were more open to change in this area.

Questions concerning mobilization and women in combat were 2, 16, 28, 40, 72, and 77. There was general agreement that women should not be assigned to combat. The idea of assigning chaplains to units which will be in combat was endorsed most strongly by senior chaplains and least by younger chaplains and constituency. The idea that if women chaplains were assigned to combat units it would negatively affect combat readiness was strongly disagreed with by women but agreed with by men. The chaplains in general were positive in their response to returning to the military in a time of crisis mobilization.

The questionnaire data also were subjected to intercorrelation analysis. The correlation matrix is contained in Appendix B. The only correlations reported are those which could have occurred by chance less than five percent of the time. The selection of groups of questions in the analysis was in part based on the correlational data. The questionnaire also repeated several questions, and looking at their intercorrelation indicated the respondents were reasonably consistent in answering the questionnaire.

#### SEMINARY DATA

Survey instruments were mailed to 223 seminaries. A total of 65 replies was received representing a variety of denominations, as follows: Lutheran/Episcopal (12); Baptist/Church of Christ (21); Methodist/Presbyterian (7); Nondenominational (7); Catholic (6); and Jewish (1). Eleven additional respondents reported they were unable to complete the survey. A copy of the survey is included as Appendix C. There were 54 completed surveys, 17 of which were from denominations that do not ordain women.

Respondents were generally supportive of the objectives of the study and efforts to broaden opportunities for women in the ministry. There were a few seminaries who objected to being surveyed on this subject area. There also were a few who claimed not to understand the questions. The response was excellent for this type of mail survey, where only a ten percent return is typical.

Consensus among seminaries that do enroll women was that recruitment and other policies are identical for both men and women. Several institutions sent samples of their recruitment materials. These were professional quality and had a "personal testimony" focus. Regarding the availability of Army Chaplaincy recruiting materials, half reported materials and recruitment activities were accessible. However, half reported receiving little or no information for students to consider. Several respondents recommended that the military expand chaplain recruitment programs and materials.

Administrative personnel at several seminaries were personally interviewed to add depth to the data collection. Attitudes expressed were somewhat negative toward the military in general and the Chaplaincy as a career area. Materials on the Chaplaincy were found to be available on request, but were not freely accessible. Also, a degree of ignorance was expressed on the function and role of the ministry in the military. The seminaries at which interviews were conducted had women students and were supportive of increased opportunities for their women graduates. Some expressed a degree of surprise that women could find a calling in the military. There seemed to be a lack of communication and community of interests between the seminaries and the Chaplaincy.

#### ENDORSING AGENTS

A number of endorsing agents were interviewed either by phone or in person. They felt that certain changes in the Chaplaincy would benefit their denominations. The idea of a Warrant Officer position that would be filled by lay ministers and less academically qualified religious professionals was well received. The lack of experience requirements on the Chaplaincy side was seen as a negative factor. There also was the consideration of denominational balance. It was generally felt that balance was desirable but should not be rigidly conformed to in the recruiting process.

Differences among denominations endorsement standards were discussed. The consensus was that it would improve the system if the Chaplaincy would recognize experience differences and plan training to compensate. There was a general comment made that most women ministers were too old to enter the Chaplaincy when they graduated from seminary. Several groups indicated that the Chaplaincy was a one way street, in that it takes good people and gives very little in return. Some felt that the Chaplaincy wants people over the most productive parts of their careers. The point was made that there must be more of a community of interests established.

## INTERVIEWS

The field interviews included chaplains, chaplains staff, field troop commanders, some constituency, and administrative personnel at the Chief of Chaplains Office. The interviews included all but one of the women chaplain currently on active duty. The one woman missed was stationed outside the continental U. S. during the period of the study. To prepare for the interviews, publications and manuals pertaining to chaplains were reviewed. An interview protocol was developed, and a copy is included as Appendix C.

The interviews covered the following subjects: recruitment; retention; promotional materials; knowledge of the military; career management; assignment policies; denominational balance; training; social issues; professional development plan; and supervisory requirements. The interviews generally were conducted in private and in an "off the record" way. The results of this part of the data collection effort represent the most subjective information.

The information on recruitment showed that almost all chaplains were recruited through personal contact by someone in the Chaplaincy. The Army does not recruit in this area. The first contact of most interested persons with the official Army was when they called to request information. The personal testimony of current and/or retired chaplains from all services was the most important factor in individual recruitment. The opinion generally was expressed that chaplain recruitment procedures could be improved.

The retention area was explored by discussing the role of chaplains and expectations about the chaplain's role. Variance was great concerning the expectations individuals had of the role of chaplains. In fact, expectations were so varied that no consistent pattern emerged. The main cause for this seemed to be a lack of valid information among younger chaplains about the chaplaincy as a career. The senior people had also lost sight of the expected role and were centered on the day to day functions.

The retention area was investigated through the attitudes of interviewees concerning policies and procedures. There was an expected amount of complaining about this area. Such complaints are characteristic of any large organization. The goal was to identify underlying issues. The long period before a first promotion was an area of concern. The lack of practical career guidance was another factor. Knowledge of how the military really functions was of great concern to the less experienced chaplains. The requirement for more and better continuing education was often a concern.

Interviews on promotional materials were short. The majority of those interviewed reported never having seen any promotional material on the Chaplaincy. The area of personal contacts came up. Interdenominational materials were occasionally mentioned. Army promotional materials almost never were seen as a factor in the decision to join the Army Chaplaincy.

The newer chaplains felt that information on the "real" Army was lacking. Gaining knowledge of the characteristics of military life depended upon experience other than the Chaplaincy. Present training and supervision systems were not viewed as being informative in these areas. Several of those interviewed suggested a regular basic training period of up to three weeks for chaplains. Other comments focused on the learning of the actual social functioning of the Army and the lack of useful training in this area.

The career management area was seen by the majority as a hit and miss situation. Many interviewed indicated that career management was not well understood by them. The issue of career advancement was acknowledged as important, but an understanding of workable strategies and methods was found lacking. An often expressed view was that "the official system" has no connection with the real system. Women in particular expressed a lack of being included in the unofficial system that aids career management. The women chaplains, in general, felt they were at a disadvantage to their male counterparts in career matters.

Assignment policies generally were reported to be acceptable. Some individuals expressed problems, as would be expected in any large organization. There were some men who felt that certain groups, such as women, received special consideration in excess of what was fair. The women, however, reported feeling isolated by current assignment practices.

The concept of denominational balance was a goal endorsed by all of those interviewed. The suggestion was made many times that perhaps it should be based upon the Army population rather than the nation. The rigid adherence to denominational balance in promotions and assignments was seen by a majority as counter productive. A number of those interviewed felt it would be better to be more flexible on this issue in order to promote the best and assign the most qualified.

The training system was seen as not being as relevant as it should be to actual field requirements of chaplains. Many of those who were interviewed suggested changes in training. The main thrust of the suggestions was relevance. The area of social issues also was brought up repeatedly in relation to training needs. The women chaplains did not feel that the requirements for their training needed to be any different than for their male counterparts. All women chaplains interviewed also felt they would be able to assume supervisory responsibilities.

#### SUMMARY

Results of the project showed that the Army is handling the addition of women to the chaplaincy in a generally satisfactory manner. The system

can be improved, however, as can any system. The general areas covered in this project were: recruitment; training; retention; and mobilization of women chaplains. The results showed that recruitment is mostly by personal contacts with members of the Chaplaincy. Training needs to be more relevant to Army needs. Retention has always been good for the Chaplaincy and should remain good in the case of women, if they can be accepted as equals by their co-professionals. The mobilization issue is largely political; however, the barrier to combat did bother the women chaplains interviewed.

## SECTION V

### CONCLUSIONS

The conclusions will follow the objectives of the study as found in Appendix D. The stated objectives are in the form of questions to be answered and expected outcomes. The format in this section will follow that form. The results did not answer every question. The conclusions have not all resulted in recommendations. Cross reference will be made to recommendations that are the outcome of individual conclusions.

**TASK 1 Objective:** To identify procedures which will contribute to recruitment and retention of women chaplains.

What are existing procedures regarding recruitment of women into Army Chaplaincy?

Overview of existing procedures: The Chaplaincy does not engage in direct recruitment efforts. The present methods are centered upon the denominations providing chaplain to a suggested level (quota) with emphasis on the minority guidelines of the Chaplaincy. The endorsing agents are encouraged to recommend/recruit qualified women candidates. The Chaplaincy has been able to obtain the numbers of chaplain required using this approach. <sup>??</sup> The problem has been maintaining denominational balance (not all denominations are able to supply enough candidates) and obtaining the requisite minority representations especially in the case of women. The present methods are not providing enough women candidates. <sup>??</sup> *continued*

How do existing procedures affect recruitment of women into the Chaplaincy?

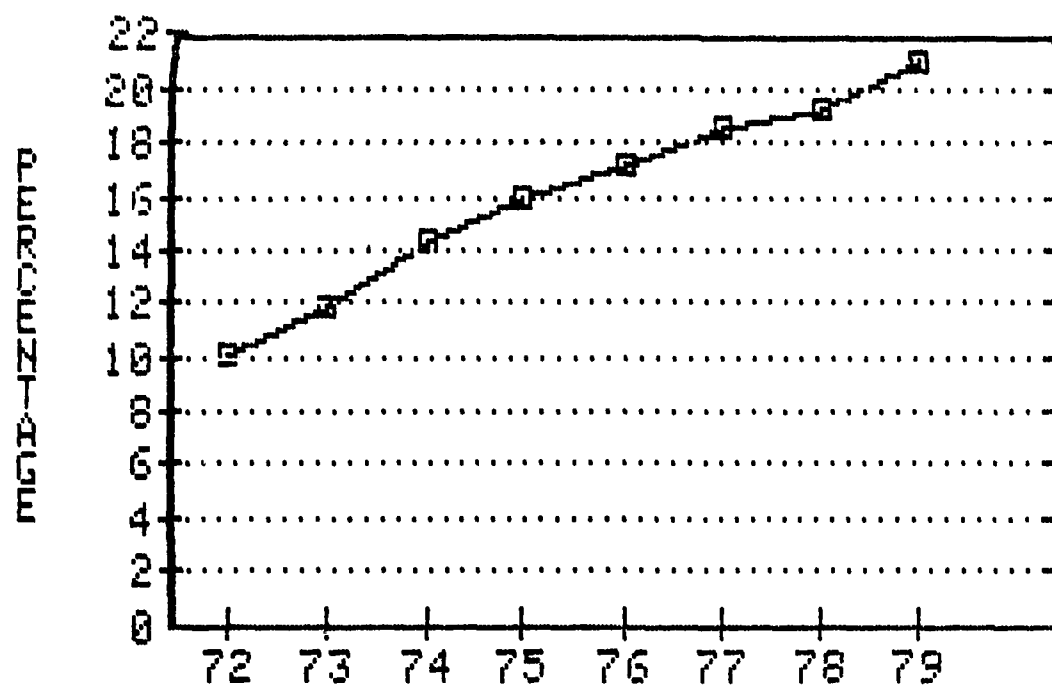
Gain a realistic picture of the level of success in recruiting women into the Chaplaincy: The Chaplaincy has eleven (11) women chaplain in a fifteen hundred (1500) person Chaplaincy or less than one percent of the Chaplaincy. The Army enlisted force (as of FY 80) had 61,351 women constituting 9.1% of the active duty enlisted. The women Army officers were 7,500 or 7.5% of the officers in the Army. The civilian pool of potential chaplain is composed of over ten (10) percent women (including

current seminary enrollments) and the numbers of women are growing, note graphs. The Chaplaincy does not have an adequate representation of women in light of the potential pool of qualified candidates.

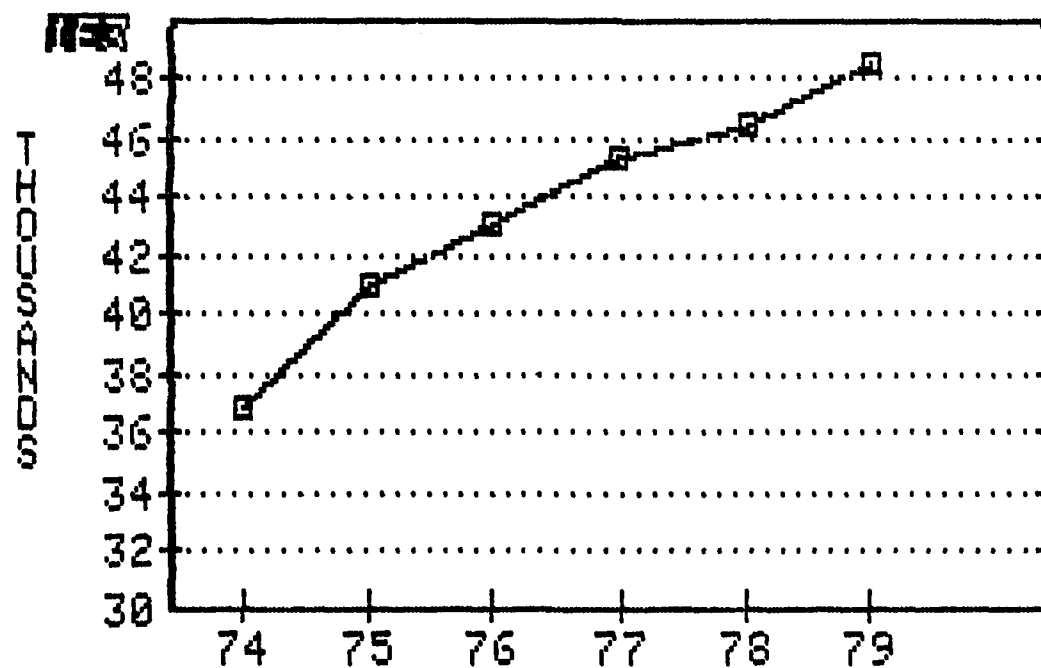
Identify areas in which existing procedures operate to encourage recruitment of women into Chaplaincy: The prime method reported by those interviewed in this research was contact with a member/exmember of the Chaplaincy influencing them to join. This was supported by the study done by Market Facts, Inc. (1978), which drew the conclusion that personal interface was the most effective form of recruitment into the Chaplaincy. This interface seems to require a one to one exchange over time to be most effective. The conclusion was drawn by the researchers in this effort that recommendations promoting contact between civilian potential candidates and chaplains would be an aid to recruitment and could be directed to specific need areas such as increasing the number of women candidates. Reference is made to recommendations Recruitment 2B-C, Recruitment 3A-C; Training 1A.

Identify areas in which procedures need to be altered or developed to serve goal of female recruitment: Large organizations in general tend to be conservative bodies and to resist changes. This resistance includes nontraditional roles for women. The entrance of women into the ministry has been resisted and the military chaplaincy is viewed as an additional deviation from traditional roles. The Chaplaincy is socially/psychologically a different traditional barrier for women in relation to their denominations. There are also some seminaries and religious orientations that oppose the military thus influencing potential candidates in a negative manner. The difference in experience requirements of the denominations is in some cases a barrier. The denominations which can not place women in pastor positions but require this type of experience before entering the Chaplaincy set up a "catch 22" situation for interested women.

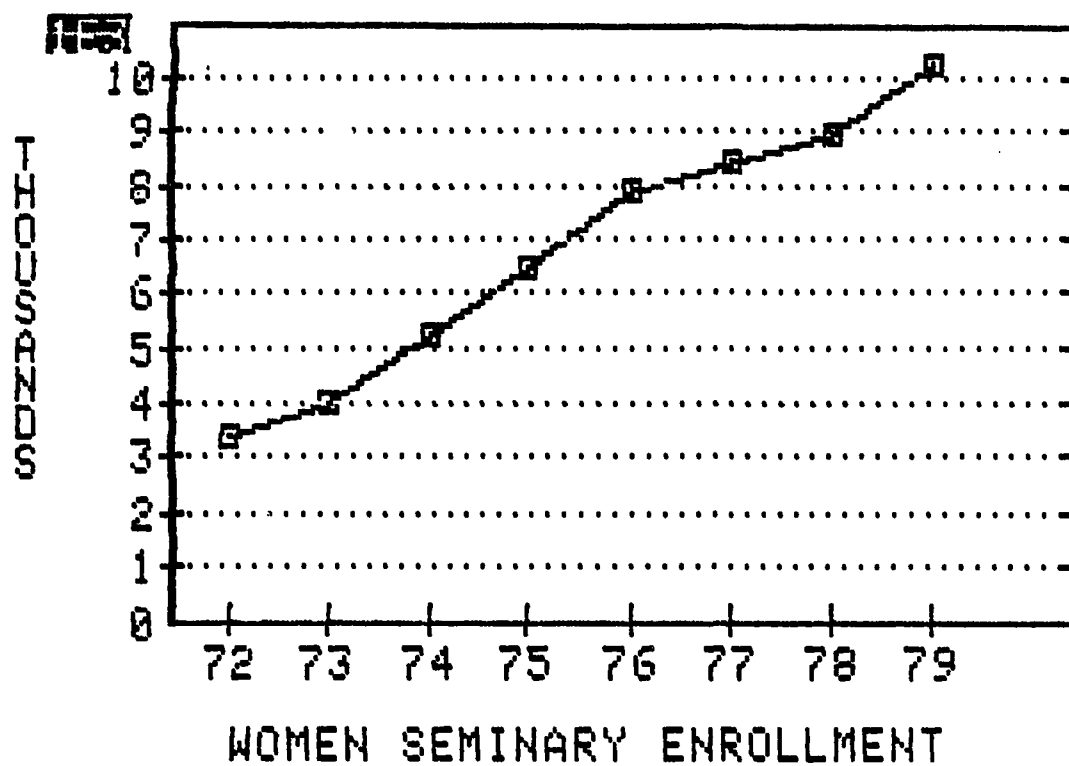
The women in the ministry are on the average older than their male counterparts. The upper age limit currently in effect concerning enlistment is a barrier to women. The pool of women available for recruitment would be increased by a change upward (older). This type of change would benefit women proportionally more than men, see retention recommendation 38. The women are also less likely to be in touch with the military in a career fashion. The person exchaplain and/or military officers who would encourage interest in the Chaplaincy are less likely to



WOMEN IN SEMINARY  
PERCENTAGE OF TOTAL ENROLLMENT



SEMINARY ENROLLMENT



encourage women (cultural bias). The potential one to one contacts for women are less than those for men in the same environment. The conclusion must be drawn that increased opportunity for interface would improve recruitment, see recruitment recommendation 2A-D; 3B.

How do existing procedures affect retention of women chaplain?

Gain a realistic picture of rate of attrition among women in Chaplaincy: The number of women who have served in the Chaplaincy of any of the services is so small at this point that an accurate attrition rate cannot be established. The apparent rate so far is less than ten (10) percent per year or in other words less than the rate for men. The civilian sector does not provide much insight into this area, the only available information concerns women leaving the ministry which does not directly relate to Chaplaincy attrition. The fact is that attrition of women chaplain is not a problem at this time, but it can be assumed that as the number of women grows in the Chaplaincy provision will have to be made to insure it does not become a problem.

Identify areas in which existing procedures serve to encourage retention of women in Chaplaincy: The areas of satisfaction with the ministry of a chaplain works for women as well as men. The career advancement possibilities are reported as an incentive but women have not been in the system long enough to experience all aspects of the career program. The travel associated with military service seems to be a plus for all chaplains. The ecumenical approach of the Chaplaincy seems to be a positive factor with the women chaplains. The women reported that the freedom from fund raising activities of the civilian church was a positive for the Chaplaincy.

Identify specific areas in which procedures need to be altered or developed to encourage retention of women in Chaplaincy: The women interviewed indicated that the Post Chaplains tended to protect them. The assignments given to the women were the ones least likely for them to have problems. The protection is seen by the women as negative, they are not allowed the full scope of the chaplains job. The fact that they are treated in a different manner than men is also negative to the women and some of the men interviewed. See retention recommendation 1A & 5A.

The training/education area was of great concern to all the chaplain interviewed. The women in particular cases indicated a lack of educational preparation. The problems most cited were the areas of administrative duties and supervision of others. The women in general reported a sense of isolation due to the lack of a same sex peer group in the job environment. The policies of assigning women to the greatest number of locations possible is a problem for the women. See retention recommendation 5; Training recommendation 2C. The concerns for the training area resulted in Training recommendations 2A-G. The lack of intermediate promotions in the first several years of service is also a problem, see retention recommendation 4A-C.

What factors affect retention of women in Chaplaincy?

Identify factors affecting retention of women in Chaplaincy: The general factors affecting retention were the same for men and women leading to the conclusion that some general recommendations directed at improving retention overall would benefit women's retention. The general literature shows that women are motivated by intrinsic factors. The areas of social isolation, job enrichment, educational opportunity, travel, personal recognition, and service to others are factors affecting retention of women. The functioning of the system in the exact way it is reported to function is also a factor. There was dissatisfaction with trying to deal with the official versus the unofficial system functioning. The women seem to feel excluded from the unofficial system.

Identify factors which positively and adversely affect career decisions made by women in: Army; Clergy; Army Chaplaincy. There have been a number of studies done concerning women in the military since 1974. The overall summary of which leads to the conclusion that the more nontraditional the job category the women enter the more difficult it is to obtain peer acceptance. The women in these situations in the Army are further isolated by the fact that the system is male dominated. Retention under these conditions is poor. Women in general in the military have the same retention rate as men on the average. Women leave nontraditional jobs faster and traditional jobs slower than men averaging to about the same rate overall.

Women in the civilian clergy are reporting their main dissatisfaction is lack of peer acceptance and career position barriers in the male dominated church systems. Retention of women as clergy is excellent after placement in a pastor role. Retention for ordained women who are not placed in a pastor role is significantly lower. There has also been an indication that women feel their seminary educations do not adequately prepare them for the pastor role. The more traditional systems have been slow to allow women in leadership positions.

The Army Chaplaincy has had excellent retention. The women in the Chaplaincy can be expected to be retained at approximately the same rate as the men. Interviews with women who have left the military Chaplaincy indicates a number of points of dissatisfaction. The degree of regimentation and system formalization was for some a problem. The resistance to regimentation is almost reflexive in those who are pioneers. The fact that more of the first women chaplains have not left the system is a credit to the system modifying to accept their presence. The acceptance or lack of it by the peer group is the next most often cited problem. Those interviewed felt this would be largely overcome by time and education. See training recommendations 2A-G.

How many and what sources are available for recruitment of women chaplains?

Identify sources for recruitment of women into Chaplaincy: The only direct resources used by the Chaplaincy are the endorsing agents representing the various denominations. The Chaplaincy currently refers all qualified inquiries to the relevant endorsing agent. There are programs such as the chaplains candidate program which function with the cooperation of the denominations and the Chaplaincy but actual recruitment is done by the endorsing agents. The indirect resources available to the Chaplaincy have not been organized. The development of interfaces with seminaries and other organizations has been on an individual basis. See Recruitment recommendations 2A-D; 3A-C.

Gain data needed to realistically evaluate Army policy of denominational balance: The Army is already having difficulty maintaining denominational balance due to a shortage of Catholic and Jewish chaplain. The recruitment of women chaplain can only be from denominations which

endorse women. It follows that if the number of women chaplains is increased either these denominations will be over represented or will have mostly women as chaplains. The interviews revealed an attitude by chaplain<sup>S</sup> that if their denomination was over represented the members of that denomination would lose. The conclusion was that promotions and other benefits would be lost because the Chaplaincy attempts to maintain denominational balance at all levels of the Chaplaincy.

The attitudes towards denominational balance expressed by chaplains were mixed. The women were more likely to agree to dropping the required balance for an increase in any minority category. The male were much less inclined to endorse such a policy. There were a number of inputs indicating problems in promotions of individuals apparently for denominational balance reasons when in fact they were in the opinion of those interviewed not able to function effectively at the higher level. Research has shown that any policy that identifies differences such as minority status, denomination, or other non performance related factors is subject to much resentment and criticism. The conclusion was drawn that the policy of denominational balance is too closely followed and there should be much less emphasis placed on this factor in the promotional system. The women will be caught in a back lash otherwise from their own denomination.

Gain information needed to reevaluate role and requirements of Army chaplains: The approach here was to determine the feasibility of creating an extended career ladder providing a place for non ordained religious professionals. The perceived role of a chaplain would allow for religious professionals at the Warrant Officer level. The attitude of most endorsing agents seemed to be favorable to this prospect. The chaplains individually expressed some concern about such an extension of the Chaplaincy. The problem became unresolvable as it became clear that the requirements for Warrant Officer would exclude most of those with the appropriate religious background and it could be viewed as setting up second class chaplains.

The role of a chaplain was also explored in view of the problems faced by women that would be unique to women. The problem of combat exclusion is a political issue that can not be resolved within the Chaplaincy. The exclusion affects the assignment of women and their acceptance by male chaplains. The women are not allowed the role of combat chaplain and as

their numbers increase it will create more of a problem since some assignments will be males only. The resentment of the women will be a continuing problem unless steps are taken to minimize the problem. See Training recommendations 2C-E, 4.

How do churches and other religious organizations recruit women into leadership roles?

Gain insight into successful recruitment procedures for civilian women clergy: The denominations do not view their personnel practices as recruitment or promotion, rather as calling and progression. The churches further have direct access to seminaries and in some cases they run the seminary. The case of recruitment is more one of who will they give up to outside requests by such as the military. The real recruitment is into the seminary not after completion of the schooling. The denominations further see many of those who go into the Chaplaincy as lost resources to the civilian church. The creation of leaders among women clergy is through increasing responsibility in the positions held by the individual. This system works well as long as no positions are specifically excluded from the individual as is the case in the Chaplaincy.

Adapt successful recruitment materials/techniques in religious community to Army usage, where appropriate: The fact is that recruitment is by personal interface in both the civilian and military sectors. Programs which bring chaplain and/or exchaplains into contact with seminary students and teachers is the most effective recruitment method currently available for any group.

Gain understanding of civilian denominational training for women and its possible uses in Army chaplain's training: The women interviewed indicated the training outside the Chaplaincy may be orienting women into non pastor positions. There were several women who reported a lack of educational preparation by the civilian institutions. The training in the civilian sector is so varied that no generalizations can be made. The extremes include seminary training specifically for entry into the Chaplaincy with military field placements to the seminaries who actively oppose military service for anyone. The sharing of educational material where possible is important for the recruitment efforts of the Chaplaincy. The understanding to be gained is each individual entering the Chaplaincy

has a different level of preparation and the educational system must be flexible to be able to accommodate the differences.

**TASK 2 Objective:** To determine what types of promotional materials are required to interest women in the military Chaplaincy.

What promotional materials are currently being used to recruit women into the Army?

Overview of existing materials: The Army currently uses only one pamphlet to respond to interested parties. The material is general and not directed at women specifically. The material does not use the motivation techniques available rather is factual in approach.

How effective are current materials in generating an interest in the Chaplaincy?

Evaluate the effectiveness of current promotional materials in recruiting women for Army Chaplaincy: The materials are not effective for creating interest. The materials are designed to answer factual questions of a person already interested in the Chaplaincy. The materials are not widely distributed and are not directed at any specific group.

What factors affect a person's decision to become a chaplain in the military? (Are these considerations unique?) (Are these considerations the same for men and women?) (Do current promotional materials address these factors?)

Identify areas/issues that are of special concern to chaplain recruits and should be addressed in promotional materials: The personal testimony of those serving this type of calling is an important motivational approach. The special character of the chaplains ministry is also an area that concerns recruits and/or potential recruits. The detailing of the troop ministry is important to new chaplains. The "special" calling approach to service in the Chaplaincy is also important. The women are looking to find minimum barriers to their taking part in the full ministry. The prospects for increasing responsibility are also more important to the women. The methods and means for interdenominational cooperation within the Chaplaincy concerns many new people.

Develop specific recommendations for types of promotional materials that are needed to strengthen recruitment efforts: The recommendations developed are contained in the following. Recruitment recommendations 2B-C, 3A-B, 4; Training recommendations 1A; Retention recommendations 5A-C.

What promotional materials are currently being used to recruit women into the Chaplaincy in other armed forces?

Identify promotional techniques in recruitment literature: The investigation indicates that the other services use materials for recruitment that are effectively the same as that used by the Army. This area was non productive of new materials.

How do civilian religious organizations recruit women for the ministry?

Gain an understanding of considerations made in the decision to go into the ministry/apply this knowledge to improve promotional materials: The specific recommendations under Recruitment 4 are designed to respond to this question. The decision to go into the ministry is reported to be based upon a personal calling. The choice of what type or form of ministry is most often related to personal interaction with someone in the selected ministry. The side benefits or problems are influences but do not seem to be controlling factors.

**TASK 3 Objective:** To develop strategies to provide adequate information concerning the requirements, duties, expectations, and exigencies of military service.

What information is currently available to prospective Army chaplains regarding these aspects of Army life?

How is information in these areas disseminated to Army chaplains and prospective Army chaplains?

Overview of current situation: The available information is hearsay and personal experience. There is no publication by the Army or those outside of the Army which covers these areas. The lack of a systematic source of information is a definite lack that should be corrected. The conclusions here resulted in Training recommendations 2A-G and were a consideration in many of the recruitment recommendations.

Do current practices provide adequate information to enable Army Chaplains to be successful in their role or to ensure the success of prospective chaplains?

Gain an understanding of current practices: The current methods are not consistent enough to insure success. The Chaplains School does not teach realistic courses on the nature and function of the military system. The chaplains role is given by the book but learned from those more experienced on an incidental basis. The new chaplains are not exposed to the reality of the enlisted experience unless they themselves have experienced it at a prior time. The field training system for new chaplains is uncontrolled so that it is different for each supervisor directing it. The field experience training is only as useful as the individual managing it. The conclusion was drawn that current methods of training chaplains have serious problems.

Develop recommendations for expanding current available information to include issues specific to women in the Chaplaincy: See Training recommendations 2A-G.

What specific information is required to develop an understanding of military life? (What necessary information is particular to the Chaplaincy?) (What necessary information is particular to women?)

Identify salient characteristics of Army life: The Army system functions on several levels. The official system, the actual system, and the "old boy network" are all part of the Army system each representing a different aspect of the whole. The systems function for those who can understand and use them. The fact is that understanding of the function of the various aspects of the system is a function of knowledge and being included by the vested interests. The individual who fails to understand the ways and means of these systems in rapid order is excluded from them.

Identify specific understandings particular to women serving as Army chaplains: The women are not accepted into the "old boy network" of the present chaplaincy. The women are therefore isolated from important aspects of the unofficial system functioning. The women by way of prior cultural isolation from things male do not have the grounding in the official system that many men have before entering the service. The women

must also prove themselves in a non traditional role further adding to their difficulty. The women and some men require an improved introduction and education as to the system functions. See Training recommendations 2C-E.

Gain understanding of the nature of military life and the relationship between military life and role of a chaplain: The chaplain is more than a religious professional, the chaplain is a military officer. The fact of being an officer and functioning with authority in a highly structured organization creates difficulties for many chaplains. The nature of the system is complex and the conclusion can be drawn that a sound introduction to all aspects of the system is essential for all chaplains.

**TASK 4 Objective:** To determine what chaplain branch policy changes are required in career management to enhance the retention of women chaplains.

What are existing branch policies regarding career management? (Are policies the same for men and women?) (Are policies applied the same for men and women?)

Not So! Overview of existing situation: The existing system does seem to apply to women differently than men. The attitude of many of the male chaplains is that the women will be assured of promotion no matter what happens. The women have not been in the system with sufficient number or for enough time to verify this prediction. The assignment system for women has been managed to provide the widest possible coverage of women resulting in isolating the women chaplains from one another. The women have experienced different patterns of post assignment as compared to men. The post assignment differences are in part due to combat exclusion and in part the attitudes of some post chaplains toward women chaplains. The major portion of the chaplains interviewed reported little knowledge of how the career system worked.

How are career management decisions made? (Is procedure the same for men/women chaplains?) (What is the impact of decisions making policy and policy and practice on women in Chaplaincy?)

Understand current career management procedures and their application: The current system has not affected women in a negative manner that can be detected. There is every indication that it may in the long run create problems for career women. The concept of ticket punching is officially not accepted by the military but still appears to be a factor in career success. The women are following a slightly different pattern than the men raising the question as to their getting the proper tickets punched. The Chaplaincy has a number of goals in career management which sometimes are in conflict one with the other. Conflicts such as denominational balance at the higher grades versus ability of the individual chaplain versus minority status. The women are not unique in experiencing problems with the system.

Identify policies that contribute to successful career management program: See Retention recommendations 1A-C, 4A-C, 5A-C.

What are the attitudes of the Army power structure and Chaplaincy personnel toward women as chaplains?

Identify attitudes which affect career management decisions: The Army power structure appears to support women chaplains and this is reflected in official policies. The field commanders who interact with women chaplains are supportive of them and satisfied with their performance. The male chaplains are having a harder time accepting women chaplains and are thus creating an environment that the women would rather not be in. The support personnel in the Chaplaincy are also not as accepting of women as chaplains.

Are men and women chaplains entered at the same rank and level of responsibility, with comparable qualifications?

Gain a realistic picture of career management policies and how they affect retention of women chaplains: There is no indication that women are given different rank or initial training in the Chaplaincy. There is indications that women are not assigned the same level of responsibility by some post chaplains. The women have not been in the system long enough to determine the effect on retention.

What career factors contributed to the decision of women who chose to leave the Army Chaplaincy?

Identify career management factors which positively and negatively affect retention of women chaplains: The women who have left the Chaplaincy could not all be interviewed. The sample who were largely left due to the fact that they were rebels in the first place going into the system and could not - would not wait for the system to change for their ideals. The conclusion here is that not enough women have gone into and/or left the system to reach any reasonable conclusions based on experience. The only factors that can be applied are the experiences of other systems and extension of the male chaplain experience.

What are present assignment procedures for chaplains? (Is the procedure the same for men and women?) (Are the procedures applied the same for men and women?) (Where are women chaplains presently assigned?).

Gain a realistic picture of assignment procedures affecting women chaplains: The Chaplaincy has made an effort to assign women to as many different posts as possible for their tour of duty. The only negative from this has been the isolation of women chaplains from other women chaplains on their assignments. The post job assignments have been different for women than men partly due to combat exclusion and part due to post chaplains.

Identify strengths/weaknesses of assignment policies/procedures: The women have been seen by and served the maximum number of troops by the current assignment policies. The sense of isolation and lack of support groups has been intensified by that same policy. The independence of the post chaplains has allowed the most effective use of personnel for local conditions. This independence has allowed personal opinions to affect job assignments and in some cases this has affected women chaplains in a negative manner. See Retention recommendation 1A-C.

**TASK 5 Objective:** To determine the impact under mobilization of increased numbers of women chaplains in providing ministry to combat soldiers.

What are the attitudes of the following groups toward the introduction of women chaplains into a combat situation? (enlisted; combat officers; Army chaplains; women Army chaplains; Army power structure).

Gain a realistic picture of the attitudinal factors operating: The fact is that all groups agree they don't want women in combat. The women on the other hand are sure that if women were in combat it would not affect combat readiness of the troops associated with them. The males are sure that women in combat would affect the troops in a negative manner. The women chaplains do not want to go into combat situations but feel that combat exclusion will negatively affect their military careers.

What studies have been done regarding mobilization of women in combat?

Overview of current information in this area: The studies show that women in support roles are subject to combat dangers and have been killed in the police actions of the past. The presence of women in the combat areas has not been shown to cause a reduction in combat effectiveness of troops in those same areas. The problem of combat exclusion remains a

political question and not within the policies of the Army. The foreign armies using women have found more problem with the attitudes toward women of the opposing forces than with their own troops in combat. The chaplain is a noncombatant serving the combat forces and therefore in an unusual position to start with; the presence of women chaplain would further complicate the situation. The research to date would indicate that women could serve in combat and after some adjustment period would not cause readiness problems.

How would combat readiness be affected by the introduction of larger numbers of women chaplains?

Determine impact of increased numbers of women chaplains serving in combat situations: The women can not serve in combat situations at present. The combat exclusion for women is not likely to change in the near future. The effect of more women in the Chaplaincy will be to cause the men to have more periods of time assigned to combat units and could affect the ability of the chaplaincy to serve units in combat.

**TASK 6 Objective:** To examine the impact on denominational balance, in view of the fact that only a limited number of denominations endorse women?

What is the existing policy on denominational balance?

Overview of existing situation: The existing policy is to reflect in the denominational composition of the Chaplaincy the approximate proportions of the religions represented in the U.S. population as a whole. The endorsing agents for the denominations are the resource for recruiting from the various denominations. The Chaplaincy attempts to maintain this balance at all levels within the organizations. The maintenance of this balance is a consideration in recruitment, promotion, and assignment.

What is the philosophy behind the policy of denominational balance?

Identify rationale behind policy of denominational balance: The Chaplaincy is expected to be able to serve the religious needs of troops under all conditions including general mobilization. The best guess on religious requirements is the general population distribution.

What are alternatives to denominational balance?

Define role of Army Chaplaincy: The Chaplaincy in the attempt to be prepared for general mobilization does not reflect the present composition of the Army by denomination. The policy should be reviewed as it represents a barrier to minorities, women in particular.

Suggest alternatives to policy of denominational balance: The dropping of the policy after initial recruitment. The use of denominational balance consideration in assignment as a guide only and no information on denomination in promotional considerations.

How does the constituency view the role of Army chaplain?

The chaplains role extends beyond denomination and most of the constituency is not concerned with the chaplains denomination. The conduct of Sunday services is the most concern over denomination expressed by the troops. The view is that the Sunday service is not the most important role for the chaplain.

Would the constituency and/or the Chaplaincy accept an alternative in order to further EEO goals?

The constituency would accept this alternative much better than the members of the Chaplaincy. The attitudes expressed were stongly against changes for EEO purposes with the exception of the women chaplains.

TASK 7 Objective: To identify training requirements for female chaplains that are different or in addition to those provided for male chaplains.

What are existing training requirements for Army chaplains? (Is training the same for men and women?) (Are duties the same for men and women?) (Are expectations the same for men and women entering the Chaplaincy?).

Overview of existing situation: The Chaplain School treats male and female chaplains the same while in training. The present system does not attempt to add or detract from the training of women chaplains. The initial courses do not address social issues such as women in combat or male-female relationships in the military setting. The requirements for training carried out by the Chaplains School are not well defined at this

time. See Training recommendation 2A. The expectations of the women entering the Chaplaincy were varied but no consistent difference from the males could be identified.

What are the differences in training requirements for: Men vs women in other Army branches; officers vs enlisted?

Identify areas of training: The military has created difference in training where strength was prime factor in the training. The technical and academic skills have been presented to both sexes without difference. The basic training program for enlisted women has been different because of strength and in part due to combat exclusion considerations. The officers training has always focused on the academic rather than physical. The women officer training is effectively no different than the system for males, in fact it is now normally the same system.

Are there areas of responsibility in which women chaplains as a group generally do not function as effectively as men chaplains?

Identify areas where training for women chaplains are needed: The results show that some areas are more likely to be a problem for women but many males have the same problem areas. There were no areas specifically linked to women as training needs. The understanding of the military system was an area more likely to be a problem for women but male chaplains reported requirements for training in this area. The conclusion was drawn that changes in the general training system would benefit women in a direct manner. The benefit would not be restricted to women in this case.

What do women with experience as Army chaplains perceive to be additional training needs?

Identify areas of additional training for women chaplains: The women chaplain felt the need for courses in the actual functioning of the military system. The inclusion of social issues study both in the field and at the Chaplains School. The women also felt that a more direct experience with basic training for enlisted personnel would help them as chaplains. The training areas indicated by the women were also indicated by male chaplains as training needs.

**TASK 8 Objective:** To examine training requirements over and above those normally provided in the basic course.

What issues have surfaced as a result of introducing women into the Chaplaincy?

Identify training needs: The women chaplains are experiencing social isolation. The social techniques of developing a support group are an important training requirement. The social issue of male-female relations is a training requirement of some current importance for the Chaplaincy. The training of managers in the handling of social issue problems is a current need in the training system. See Training recommendations 2A-G.

**TASK 9 Objective:** To determine professional development requirements for women chaplains that would necessitate changes to current Professional Development Plan.

What is the Professional Development Plan? (What are its uses?) (How is it implemented?) (What are its goals?) (What is its effect on retention of personnel?).

Evaluation of PDP uses and effectiveness: The PDP is a management tool for improving the effectiveness of individuals through profession oriented goal setting in cooperation with supervisors. The survey results and interviews indicate that most chaplains are unaware of the existence of such a plan. Those that are aware of the system see it as a means of justifying additional training for them as individuals. The PDP has little impact as it is not widely used by chaplains in a meaningful manner.

What are the professional development needs of women chaplains as perceived by: women in Chaplaincy; men in Chaplaincy; Chaplains Branch leaders?

Identify professional development needs specific to women chaplains: The research conducted during this project did not identify professional development needs that were specific to women chaplains. The conclusion was reached that no outstanding needs were present in the current Chaplaincy that were significantly different from male chaplains.

**TASK 10 Objective:** To determine strategies required to develop within women chaplains the understanding of the military system and their role within that system.

How does Army develop this understanding of the military system among male chaplains?

Overview of existing training specific to this issue: The current training system details the formal Army structure and customs. The new chaplains are given a brief controlled exposure to enlisted training. There is currently a reliance on incidental personal knowledge of new chaplains in the area of the less formal operations of the Army systems. The research indicates that many men as well as women are not receiving adequate instruction for an understanding of military life. The problem does not appear to be only among the women although they are less likely to have been exposed to the knowledge in question than are the males.

What are manifestations of a "lack of understanding of the military system"?

Develop strategies to ensure the successful assimilation and acceptance of women chaplain: The lack may not be confined to women but it does seem to be a complaint leveled at women by other chaplains. The training system can be modified to handle some of this problem. The copastorate approach can pick up the more inexperienced chaplains. The 7E program can also be strengthened to meet this need. The most frequent problem encountered is failing to recognize the level at which a problem should be managed. The lack of understanding by junior officers is common and each branch resolves the problem in general by pairing the inexperienced person with an experienced veteran.

**TASK 11 Objective:** To determine strategies to understand the role and responsibilities of the supervisory chaplain and develop supervisory skills for the women chaplain.

What is the role of supervisory chaplain?

Overview of existing situation: The supervisory chaplain is a professional administrator. The skills required are those of leadership

and management. The selection is by promotion; the higher the rank the more responsibility. The selection is based on how well the individual performs duties at the level before promotion. There is no training program designed to the requirements of supervisors currently in the Chaplaincy.

What additional training needs are indicated to insure the successful introduction of women into leadership roles within the Chaplaincy?

Identify additional training needs: The skills of planning, forecasting, personnel management, leadership, goal setting, and other professional management subjects are important to introduce at the basic course level with detail follow-up courses in continuing education and the advanced course. See Training recommendations 2, 3, & 4.

## SECTION VI

### RECOMMENDATION MODULES

This section presents details for recommendations given in Section II. Each recommendation is presented separately for action officer consideration. The recommendations give the principal goals followed by the rationale for the action. Each main recommendation also contains implementation strategies. The implementation strategies are based upon results of the research conducted during the project. Recommendations are presented in the following areas:

- . Recruitment
- . Training
- . Retention
- . Mobilization

## RECRUITMENT

Recommendation Module 1: The Chief of Chaplains Office should modify and/or create new organizational elements for the Chaplaincy to maximize recruitment flexibility and program effectiveness through organizational structure and personnel strategies.

## RATIONALE

The present personnel structure within the Chaplaincy establishes a limited career ladder which may ignore opportunities for developing personnel for the Chaplaincy from within the military system.

As reflected in survey results, there appears to be a consensus among military personnel, Chaplaincy and constituents that success as a chaplain requires an understanding of the military way of life. Interviews with chaplains further defined this necessary understanding as something that is gained through experience within the system and is not easily taught out of context. The issue of understanding the military way of life is one that is frequently presented as an objection against attempts to increase numbers of chaplains who do not fit the traditional military mold.

The organizational framework and policies of the Chaplaincy create a paradox of an entry level assignment for new chaplains (troop ministry) that requires understanding of the military way of life, despite the fact that a newly commissioned chaplain with military experience is the exception rather than the rule.

In troop ministry, command officers do and should expect the chaplain to understand the military way of life in order to function effectively as a staff officer and establish rapport with the troops for ministry.

The enactment of the Defense Officers Personnel Management Act (DOPMA) has created an environment in which the Chaplaincy may wish to consider changes which will serve personnel requirements and organizational objectives.

## RECRUITMENT

Implementation Strategy 1(A): Establish two entry levels into the Chaplaincy dependent upon prior experience of the candidate.

## STRATEGY

The chief of Chaplains Office should review the relationship between ministerial experience and potential for success as a Chaplain. The Department of Defense should establish minimum experience requirements for chaplains.

Evaluation of Chaplaincy objectives suggest the possibility of increasing flexibility in recruitment programs by the addition of an entry level professional positions below that of chaplain. The associate chaplain position would be an entry level position for academically and religiously qualified professionals who lack experience. The creation of experience requirements may allow some endorsing agencies to be more flexible in their requirements for endorsement. The entry position would allow inexperienced ordained clergy to serve in the military while gaining ministerial experience required for optimum effectiveness as a chaplain.

After a term of service established by the Army (e.g. 12-24 months), the associate chaplain would be evaluated for promotion to captain. This would also be a time for review by the endorsing agency for the continuing endorsement of the candidate. During the time of service as an associate chaplain, specialized training designed to supplement skills would be provided.

The duties of the associate chaplain would be the same as those assigned chaplain except that they would be performed under direct supervision of a chaplain. In assignments requiring more than one chaplain, a team approach could be used in which a chaplain and associate chaplain would serve together (co-pastorate).

Department of Defense Directive 1304.19 establishes minimum educational requirements and endorsement by the church as prerequisites for service as a military chaplain. There are no Army requirements for ministerial experience, which has led to a marked variance among endorsing agencies who set standards for their respective churches.

## **BENEFITS**

Personnel action establishing an intermediate career level within the Chaplaincy would provide benefits as follows:

1. Allow the Chaplaincy latitude to set minimum experience standards for qualification as a chaplain. Lack of uniformity of a minimum experience standard is an issue which surfaced frequently during interviews.
2. Allow endorsing agencies greater flexibility in recruiting and selecting candidates to represent their religion.
3. Create an environment which would facilitate the effective utilization of inexperienced associate chaplains while ensuring their successful transition into and acceptance in the role of chaplain.
4. Refine duties at chaplain and associate chaplain thus enhancing effective use of personnel resources within the chaplaincy.
5. Improve positive professional image of chaplains by assigning only experienced chaplains to duty requiring same.
6. Maximize potential for success in all Chaplaincy assignments by matching level of experience to appropriate level of responsibility.

## **CROSS REFERENCES**

1. Training modules 2 B & 2 E; 5
2. Retention modules 1; 3

## RECRUITMENT

Implementation Strategy 1(B): Create a summer chaplaincy internship with no obligation for further military service by participants.

## STRATEGY

The Chaplaincy recognizes the importance of early identification and development of potential chaplain recruits. Programs such as the Staff Specialist (Chaplain Candidate) Program for Seminarians and the Reserve Components Chaplain Program are positive steps toward developing resources from which future chaplains can be recruited. Such programs are mutually advantageous. (1) They provide the Army with a pool of potential chaplains who have a first hand knowledge of the Chaplaincy. (2) They provide the seminarian the opportunity to gain insight into the Chaplaincy upon which informed long-term career decisions can be made. (3) They provide the churches/endorsing agencies with opportunities to evaluate candidates' potentials for success as a chaplain within the actual context of the military Chaplaincy. The Chaplain Candidate Program and similar programs should be encouraged as a vehicle for increasing resources for recruitment.

Internship type programs that offer early experience in the military environment are valuable vehicles for identifying and developing potential resources from which chaplains may be recruited.

It is recommended that the Chaplaincy further extend this constructive approach to recruitment by instituting a summer Chaplaincy Internship Program for individuals interested in exploring the Chaplaincy as a career option without making the formal commitment implied by participation in the Chaplain Candidate Program.

Summer Interns: (1) would be civil service employees assigned short-term (6-10 weeks) to work under the direction of an active duty chaplain; and (2) would be selected from among applicants referred through seminaries, church youth groups, colleges, private or public organizations or individuals as deemed appropriate. The program should be open to all

interested applicants. Participation in the program would constitute no commitment beyond summer employment on the parts of the Army and the intern. Acceptance in the program should not require church endorsement. The program should be designed in cooperation with church and seminary representatives to establish standards of experience which would permit institutions the option to allow students credit for field placement requirements where applicable. Finally, training would be a part of the program.

Success of programs such as those described above depend upon efforts to publicize the programs, recruit qualified participants and monitor assignments to ensure quality of experience. Development and coordination of programs could be included in the scope of duties assigned the proposed Chief of Chaplains Liaison Officer.

#### **BENEFITS**

1. Increased general awareness of The Chaplaincy.
2. Development of a pool of potential chaplain recruits together with early identification of qualified candidates.
3. Improved effectiveness of recruitment efforts by providing an added dimension to information available to potential Chaplains, churches, endorsing agencies and the Chaplaincy in evaluating potential for an individual's success in Chaplaincy ministry.

#### **CROSS REFERENCES**

1. Recruitment modules 2; 3
2. Training module 1
3. Retention module 3

## RECRUITMENT

Recommendation Module 2: Develop and implement programs and strategies to facilitate and improve the recruitment process.

## RATIONALE

Historically, recruiting clergy to serve as military chaplains has not been a problem. With isolated exceptions, there are greater numbers of candidates for positions as military chaplains than there are vacancies. The recruitment focus then turns to devising strategies that will attract the most highly qualified candidates to meet specific ministry needs of the Army.

Survey results, interview responses and previous studies agree that the Army traditionally has played a passive role in the recruitment process. However, the dynamic, changing environment of today's military services may require that the Chaplaincy participate in guiding the recruitment process instituting programs to ensure continued responsiveness and cooperation among the agencies involved in recruiting military chaplains. Primary responsibilities of the Chaplaincy in recruiting are: (1) establishing open lines of communication; (2) providing information; and (3) coordinating recruitment efforts. The following strategies are offered as suggestions for furthering Chaplaincy recruitment objectives.

## RECRUITMENT

Implementation Strategy 2 (A); Create liaison office within Chief of Chaplains Office to coordinate recruitment efforts.

## STRATEGY

Establish a liaison office/officer position within the Chief of Chaplains Office to:

1. Provide information regarding Chaplaincy programs, goals and needs related to recruitment.
2. Facilitate two-way communication among agencies involved in the recruitment process.
3. Develop and coordinate recruitment and awareness programs.
4. Centralize recruitment efforts by receiving referrals and answering recruitment inquiries and requests for information.
5. Monitor recruitment programs and results and recommend strategies to further Chaplaincy objectives.

## BENEFITS

1. Identifying resource for information and articulation (a) among agencies; (b) within Chaplaincy; and (c) with the public.
2. Fostering greater Chaplaincy responsiveness and participation in recruitment efforts.
3. Establishing clear accountability for recruitment and awareness programs.

#### CROSS REFERENCE

1. Recruitment module 3; 4
2. Training modules 1; 3
3. Retention modules 3; 4

## RECRUITMENT

Implementation Strategy 2 (B): Engage in team building efforts to foster cooperation and communication among the Chaplaincy, churches, endorsing agents (agencies) and seminaries on a regular basis.

## STRATEGY

The Chief of Chaplains Office plays a pivotal role among several agencies involved in the recruitment process. Team building efforts to foster cooperation and communication among the Chaplaincy, churches, endorsing agencies and seminaries should be a regular part of the recruitment program.

Team building seminars designed to clarify roles, define goals and open lines of communication may offer the opportunity to streamline the recruitment process. Each of the groups involved in recruiting military chaplains has a unique perspective and constitutes a valuable resource for evaluating and improving Chaplaincy programs.

The Chief of Chaplains should offer periodic retreats/seminars to present issues and provide a forum for information sharing. Churches, endorsing agencies, seminaries and Chaplaincy representatives should be encouraged to attend. Written reports of activities and information should be sent to all groups as a follow up for participants as well as to provide update information to those who do not attend.

## BENEFITS

1. Should facilitate the recruitment process.
2. Should increase involvement and cooperation among agencies.
3. Information sharing.
4. Open lines of communication.

#### CROSS REFERENCES

1. Recruitment modules 2A; 3
2. Training modules 1; 2A; 3; 5
3. Retention modules 1; 3; 4
4. Mobilization module 1

## RECRUITMENT

Implementation Strategy 2(C): Establish a speakers bureau to provide Chaplaincy speakers to local areas.

## STRATEGY

A primary function of the Chaplaincy in the recruitment process is providing information. The Chief of Chaplains Office should continue and expand programs designed to provide information about the Chaplaincy as a career. A traditional recruitment approach that is well suited to the Chaplaincy is public appearances and lectures by chaplains or former chaplains.

Formal presentations with a Chaplaincy recruitment focus should be available upon request to churches, seminaries, colleges and specialized youth or professional groups. Chaplaincy personnel should be encouraged to present programs as needed. The programs should be developed by the Chief of Chaplains Office.

A more informal approach, using local resources with Chaplaincy experience, could be offered as a compliment to formal programs.

Local Chaplaincy representatives should be identified and made available to speak publicly on campuses, at religious/retreats or camps, to church groups or on a one to one basis for professionals, faculty members or individuals considering the Chaplaincy as a career.

Program flexibility should allow for maximum responsiveness. Encouraging women and minorities who have served in the Chaplaincy to participate in these programs could present a role model for potential recruits.

## BENEFITS

1. Providing recruitment information in a personal manner.
2. Making the Chaplaincy more accessible to people interested in exploring a career opportunity.
3. Increased awareness of the military Chaplaincy within the religious community.

## CROSS REFERENCE

1. Recruitment modules 2A; 3
2. Training module 1
3. Retention module 1

## **RECRUITMENT**

**Implementation Strategy 2(D):** Endorce a policy that all recruitment inquiries or requests for information are forwarded to the liaison office.

## **STRATEGY**

The Chief of Chaplains Office should establish a policy that all recruitment inquiries or requests for information specific to the Chaplaincy be referred to the Chief of Chaplains Office for response.

Due to the specialized nature of chaplain duty and the complexities of qualification standards and the enlistment processes, it is important that potential recruits receive reliable, prompt information. Concern was expressed that Army recruiters in general were not prepared to effectively recruit for the Chaplaincy.

This responsibility could be assigned to the Liaison Officer described previously in this module (Strategy 3a).

## **BENEFITS**

1. Providing reliable prompt recruitment information.
2. Enhancing the professional image of the Chaplaincy.

## **CROSS REFERENCES**

1. Recruitment modules 2A; 3
2. Training module 1
3. Retention module 1

## RECRUITMENT

Recommendation Module 3: Develop and implement programs to promote general awareness of the Chaplaincy among potential recruits and the religious community.

## RATIONALE

The project showed widespread agreement that an effective recruitment program should have at its foundation the goal of acquainting qualified people with the Chaplaincy. In interviews conducted with active duty chaplains, all reported that they had been influenced to join the Chaplaincy through personal contact with the military or through talking with a chaplain or former chaplain. Results of the survey of active duty chaplains indicated that, on a 7 point scale, respondents agreed they had sought out the Army to explore opportunities in the Chaplaincy. Reinforcing this finding was the common disagreement that the Army only recruited respondents. These findings point out the need to develop awareness programs to ensure a more systematic sharing of information with potential chaplains.

A study recently commissioned by the Chief of Chaplains Office reported that two factors were predominant in influencing decisions to become a chaplain: (1) personal contact with a chaplain; and (2) direct experience with the Chaplaincy through field work (46%), special programs (38%) and/or hearing speakers (35%).

Study findings indicate that certain elements are important in the development of an awareness program. Thus recruitment strategies should have the following characteristics:

1. Information: The program should provide candid and complete information upon which informed career decisions can be made.
2. Personal: Recruitment programs should include personal perspectives, information which people can relate to on an affective as well as cognitive basis.

3. Motivation: They should identify and explain elements of Chaplaincy ministry that are unique and special, while maintaining the target group motivators.

Several strategies are suggested to increase general awareness of the Chaplaincy. Individual strategies have been designed to reach various target groups. Implementation of a diversity of strategies should have the greatest potential for achieving program objective.

<sup>1</sup>"Factors influencing the decision to become an Army Chaplain". Market Facts, Inc., SCR DAPC MSF-577-32, May, 1978

## RECRUITMENT

Recruitment Implementation Strategy 3(A): Develop curricular materials in religious education subject areas that could be obtained by seminaries and theological schools at *minimum* cost.

These materials should focus on teaching content areas, but with incidental/purposeful insights into the Chaplaincy as a ministry option. These are not to be public relations films that focus on the Chaplaincy.

## BENEFITS

1. Educators are always seeking out quality instructional materials, and the potential for their use is good.
2. Presentation of materials to students occur at a stage in individual career development during which research indicates that potential chaplains are most open to ideas.<sup>1</sup>
3. Providing instructional materials should enhance the positive image of the Chaplaincy with seminaries and associated institutions of higher learning.
4. Materials could be used for training within the Chaplaincy, for developing chaplains and Chaplaincy personnel, and at the chaplains school for review courses.

## CROSS REFERENCE

1. Recruitment modules 2A & 2B; 4
2. Training modules 1; 2G; 3
3. Retention modules 1

## **RECRUITMENT**

**Implementation Strategy 3(B):** Establish program of Awareness Outreach Speakers (Chaplaincy Speakers' Bureau) using selected active duty chaplains, reserve chaplains or former chaplains to make presentations about the Chaplaincy.

## **STRATEGY**

Programs would be available to organizations, church groups, colleges, student/youth groups, seminaries and interested groups where appropriate.

Speakers, other than on-duty chaplains, would be paid a nominal fee to compensate for their time and expenses. Local speakers could be identified in geographic areas around the country and utilized when needed, either on their own or in conjunction with a Chaplaincy representative. Speakers would receive training as required and assistance in the development of visual aides/materials. A short film (15-30 minutes) describing the Chaplaincy could be developed for use as a core around which to build a talk.

## **BENEFITS**

1. Increase awareness of Chaplaincy.
2. Increase accessibility of Chaplaincy by identifying local resources for people interested in exploring opportunities.
3. Personalizes information.
4. Creates opportunity for question/answer which makes information provided relevant to group.
5. Fosters good will among reserve and former chaplains who are selected to participate in program.

#### CROSS REFERENCE

1. Recruitment modules 2(A) & (C);
2. Training modules 1; 3
3. Retention modules 1

## **RECRUITMENT**

Implementatin Strategy 3(C): Utilizing resources available in the form advanced training courses at the Chaplain's School, open classes to civilian clergy on a limited availability basis.

## **STRATEGY**

Nominal tuition fees would be charged to recover actual training costs, exclusive of administrative overhead costs.

## **BENEFITS**

1. Increase first hand awareness of Chaplaincy among clergy.
2. Creates good will for Chaplaincy within religious community by making available opportunity for quality advanced training at a greatly reduced price when compared to fees for private educational institutions.
3. Offers an added dimension (non-military clergy) to idea sharing classroom situations.
4. Broadens the base of religious professionals who can discuss the Chaplaincy from a personal perspective.

## **CROSS REFERENCE**

1. Recruitment modules 2(A) & (B); 5
2. Training modules 1; 2(D) & (G); 3
3. Retention modules 1

## **RECRUITMENT**

**Recommended Module 4: Develop and distribute recruitment materials that will generate interest in the Chaplaincy as a career option.**

## **RATIONALE**

As a supplement to programs and strategies for recruiting the most highly qualified professionals for service as military Chaplains, recruitment materials provide a valuable vehicle for creating interest in exploring career opportunities. For those first considering service as a chaplain, recruitment materials may provide the first impression of the Chaplaincy. It is important that recruitment materials reflect an image that will selectively attract the most desirable candidates.

Materials should be carefully designed to:

1. Provide honest, candid information.
2. Emphasize humanistic orientation - personal testimony.
3. Motivate the reader.
4. Describe the unique qualities of military ministry.
  - o "Ministry of Presence" troop fellowship
  - o Time for ministering - outreach
  - o Environment of ecumenical cooperation
  - o Diversity of career options
  - o Security
5. Illustrate opportunities for women.

A recent study, prepared for the Army Chief of Chaplains Office<sup>1</sup>, recommended augmenting recruitment programs with audio-visual displays and attractive brochures providing detailed information. Specific emphasis was placed on the "call to serve" and "ministry to people who need ministry" attributes of military Chaplaincy. The report concluded that recruitment must be tied to close personal contacts with current or past Chaplains.

This report, along with interviews with chaplains, all of whom reported they had been influenced in their decision to become a chaplain by contact with a chaplain, support a recommendation that materials utilize a personal testimony approach.

A review of seminary recruitment materials revealed that this personal orientation is frequently and effectively used.

#### IMPLEMENTATION STRATEGY

Materials should be systematically distributed to seminaries and churches and available upon request to anyone interested in learning about the Chaplaincy.

#### BENEFITS

1. Create interest among potential recruits.
2. Promote professional image of Chaplaincy.
3. Increase general awareness of military chaplaincy.
4. Provide complete, honest information to prospective recruits.
5. Supplement recruitment programs.

#### CROSS REFERENCES

1. Recruitment modules 2(A) & (D); 3
2. Training modules 1; 3
3. Retention modules 3

## TRAINING

Recommendation Module 1: Create a liaison officer specifically assigned to interface and coordinate with seminary faculty and students concerning women in the Chaplaincy.

## RATIONALE

Interview results show that some women chaplains do not perceive themselves as having adequate skills for the military ministry. Some women stated that when they came into the chaplaincy they were prepared academically for a more specialized role, such as religious education. The result of this academic orientation was that some individuals were unprepared for a full ministry role. Some women perceived that a longer time is required for them to achieve professional recognition in the male dominated culture of the military.

The interview results further show that some supervisory chaplains consider the socio-economic background and training of some women chaplain does not prepare them for the basic problems encountered with some military personnel, i.e. street language; drugs; sexual abuse; fighting; etc. The general view expressed was that women are adequately trained in an academic sense but lack in experience relevant to the military. The lack of experience with the military is also a problem with some males.

The solution to the academic preparation lies with the schools outside the Chaplaincy. The Chaplaincy must therefore establish a means of communication to these institutions to provide information and a community of interests. The establishment of a training liaison will supplement the recruiting effort and provide a means of promoting common interests.

The overall benefits in the assignment of a training liaison officer will be less of a threat than recruiting is to the academic institutions. The development of common training interests between the Chaplaincy and the seminaries will improve the training of all involved. The establishment of

lines of communication between the Chaplaincy and the seminaries will lead to a reduction in the negative attitudes often present in these institutions.

## TRAINING

Implementation Strategy 1(A): Coordinate information on women in the Chaplaincy with general recruitment efforts.

## STRATEGY

It is recommended that a seminary (training) liaison chaplain be designated for the purpose of coordinating with seminary faculty and students on academic and experience requirements of prospective Army chaplains. The inclusion of materials concerning minority groups such as women in such liaison is natural. This position may be assigned to a woman in order that she may serve as a role model in the seminary contacts.

The opening of communication lines with the civilian sector will improve recruitment as well as training. The contribution to the on going requirement for needs assessment in the training area will add to the cost benefit of this new position on the Chief of Chaplains staff. The staff assignment may be used as professional development incentive to personnel in their first five years of service.

## BENEFITS

1. The liaison officer should improve relationships between the Chaplaincy and seminaries.
2. The flow of training information will be two way providing input into the on going needs assessment process required for effective training.
3. This provides an additional channel for recruitment.

## CROSS REFERENCES

1. Recruitment modules - 3(A) & (B); 4

2. Training modules - 2(A) & (G); 3

3. Retention modules - 3; 5

## TRAINING

Implementation Strategy 1(B): Create an additional skill indicator (ASI) in accordance with AR351-27 to assure liaison officer of career compatibility.

## STRATEGY

It is acknowledged that the assignment of a liaison chaplain, especially a woman, could be viewed as not career enhancing. The problem can be avoided by assigning an Additional Skill Indicator (ASI) in accordance with AR351-27, combined with assigning of "best qualified" candidates. It could be considered making the assignment "prestigious" thus career beneficial. The approach to be used is to make this position a showcase for the educational community.

## BENEFITS

1. The career enhancing qualities of the assignment will motivate the officers assigned to their best efforts.
2. The method of motivation suggested is without direct cost impact.
3. The civilian sector will be sensitive to the level of commitment shown by the Chaplaincy in this assignment. The use of best qualified will tend to improve the reception of the program.

## CROSS REFERENCES

1. Recruitment modules - 3
2. Training modules - 4(A)
3. Retention modules - 3; 4

## TRAINING

Implementation Strategy 1(C): Liaison officer will assist in sharing of training materials with civilian educational establishments.

## STRATEGY

The sharing (emphasis on sharing) of training material and instructional information will contribute to improved communication with seminaries. The way people come into most areas of ministry is through contact with someone in that area. The fact is that increasing numbers of women are enrolling in seminaries and contact at that source will improve recruitment of women. The contribution of the two way communication will help to stimulate the continuing relevance of the training within the Chaplaincy.

The churches and seminaries are not familiar with the training (educational) programs within the military community. The liaison officer will be able to work on changing that to the benefit of all concerned. This is a natural sort of interchange that should take place.

## BENEFITS

1. The chaplaincy training program will receive valuable input to keep current on professional subjects.
2. Recruiting will benefit from the interchange with students at the seminaries.
3. A community of interests will be promoted with the churches and seminaries reducing hostile attitudes.

## CROSS REFERENCES

1. Recruitment modules - 3; 4; 5

2. Training modules - 2(A) (D) (G); 3

3. Retention modules - 4; 5

4. Mobilization modules - 2

## TRAINING

Training Module 2: The chaplains school curriculum, organization, structure, and goals should be reviewed.

## RATIONALE

The chaplains school is the single most critical experience for the success of the novice chaplain. The usual student knows nothing about the military and very little about the chaplains ministry. The interview results show that most chaplains feel that the seminaries failed to adequately prepare them for the Chaplaincy. The fact is the chaplains school should have picked up the difference. The women felt isolated on their first assignments. The school could and should teach the social skills involved in creating your own support group in social isolated situations. Chaplains require coping skills along with everyone else.

The approach taken by the research team relating to training was not to re-invent the wheel. Where existing training policies and programs seemed appropriate no attempt was made to suggest new ones. The idea was to make the system more effective by modifying approved programs. The training system is in place and functional. The modifications recommended in this section are intended to fine tune this operation. The fact is that all training (educational) programs should have continuous review and modification to maintain relevance.

The training system impacts on all other aspects of function including recruitment and retention. The example set by the chaplains to the civilian world is partly controlled by their training in the system. The interviews showed that most chaplains do not understand the way the career system works and/or how to deal with it. This is a lack of training. The importance of the school to the Chaplaincy is so great that close observation and review must be a regular concern of the Chief of Chaplains office.

The present organizational position of the school makes the school partly responsible to the chaplains Board and partly to TRADOC. This has allowed the school to become out of step with field needs and requirements. The Chiefs office must take more of an advocates role in relation to the school. The effect on the system is so far reaching.

## TRAINING

Implementation Strategy 2(A): Conduct a needs assessment of the Chaplaincy training requirements.

## STRATEGY

The basic requirement in any training program is to know what to teach. The process of needs assessment is the means of obtaining that goal. The chaplains school has and is doing some needs assessment. The level is slight due to resource limitations and the coverage inadequate. The Navy has conducted a task analysis of their chaplains job (Navy Occupational Task Analysis Program "Chaplain Task Inventory" NODAC 1981). This task analysis would serve as an excellent starting point for a needs assessment.

The direction of the training program effects the functioning of the whole organization for years after the training interface. The control of organizational function and change is partly in the training area. The managers of the system don't have real control without the training system access. The conduct of a needs assessment includes setting goals and priorities for change. the impact of top management on the training system should start with the goal setting of the needs assessment. The process of changing the training system is interactive. The needs assessment process should be ongoing, a continuing part of the system.

The fact that needs assessment has not been an ongoing part of the system means that the initial effort is larger and must be comprehensive. The overall requirements of training must be determined. The continuing system will then serve as fine tuning. The requirement for individual courses is too important a decision to be given to instructors or in reaction to current fads in a profession. The operational management must find a continuing interface with the training system in a proactive manner.

## **BENEFITS**

1. The needs assessment will provide relevant direction to the training program.
2. The creation of an improved training program will improve field performance of chaplain.
3. The retention rate will improve given a training system that is more responsive to real professional requirements.
4. The civilian religious community can be effected by the training within the chaplaincy. The improvement of the system will lead to improved respect from those outside the military.

## **CROSS REFERENCES**

1. Recruitment modules - 3(A); 4(A)
2. Training modules - 1; 3
3. Retention modules - 1; 5
4. Mobilization module - 2

## **TRAINING**

Implementation Strategy 2(b): Develop a career planning training program for implementation during school resident phase of basic chaplain training.

## **STRATEGY**

The career planning program should be implemented during the school resident phase of basic chaplain training (Phase II). The purpose is to appraise professional development needs timely to the chaplains first assignment to active duty. The expected result would be specific training activities tailored to the needs of individual chaplains at the school where manpower and time resources are appropriately available.

The self-assessment process and center currently required by paragraph A-18, AR 351-27 for Phase I of the advanced course, could provide the beginning model for basic chaplains. The need has been shown for career planning and "filler" training to be an integral part of the basic development of chaplains along with their regular training. The recommended process involves use of career planning and goal setting video-cassette training modules augmented with peer and senior support groups. The presentations could be done in a seminar format using group process for individual directions.

The identification of needs in the career planning area will be used to guide the course development in this area. The use of group process and self-assessment will provide the new chaplain with tools to be carried to the field for continuation of the process. The "filler" or modular training presentations will be continued in field placements. The creation of new continuing education modules will notify the field chaplains in a direct manner of new training directions.

## **BENEFITS**

1. Retention will be improved by better career planning. The most direct effect will be in the area of job satisfaction.

2. The minorities and/or those excluded from "old boy" networks will be given critical career information in a timely manner.
3. The understanding of the military system by the new chaplain will be improved by an understanding of the career system.
4. The chaplain will obtain critical career information without a feeling of being judged as materialistic.

#### CROSS REFERENCES

1. Recruitment modules - 1
2. Training modules - 1; 2(A); 3; 5
3. Retention modules - 1; 2; 4; 5

## TRAINING

Implementation Strategy 2(C): Create a course for chaplains prior to first field assignment on how to develop a personal support group.

## STRATEGY

The interview results showed that many individuals experience a sense of isolation due to being assigned to installations where there are few persons with similar interests and/or backgrounds. The differences are due to various social factors such as race, sex, religion, socio-economic levels, and being home sick to name a few. Women expressed this isolation from other women chaplains as a major problem. The feeling of being accepted by ones peers is strongly related to the development of support groups.

The teaching of the social skills required to develop a personal support group will benefit all new chaplains. The process of counseling troops will be enhanced by the knowledge as it is expected this problem is of a general nature. The recognition that many social skills must be taught will also be of help to new chaplains. The fact is that many take for granted that certain social skills are available to everyone and the fact is that in many cases they must be trained. The development of personal support groups is a minority social skill that should be made available to everyone. You never know when you may be a minority.

## BENEFITS

1. The ability to cope with social isolation will improve the effectiveness of chaplains.
2. Retention will improve for women as a result of obtaining this skill.
3. The counseling effectiveness of chaplains having this skill will be improved.

4. The supervisory and Post chaplains will have organizations which run more smoothly.

#### CROSS REFERENCES

1. Recruitment modules - 4(C)
2. Training modules - 1(C); 2(A); 4 (B)
3. Retention modules - 1; 2; 5

## TRAINING

Implementation Strategy 2(D): Establish as training policy the teaching of courses on major social issues (i.e. womens issues) at both the basic and advanced course levels to all students.

## STRATEGY

The interview and questionnaire results both support the concept of the same training courses for everyone at the school. The addressing of social issues involving members of a given class directly can be a beneficial learning experience for everyone if it is handled effectively. The importance of current social issues requires that one or more courses at each level in the chaplains school be devoted to these subjects exclusively. The chaplains are going to be involved in dealing with all current social issues, controversial or not, in their capacity as ministers and counselor to the troops.

The institutionalization of the important issues will contribute to the effective handling of these problems. The fact is that most people do not want to face these issues. The result is that when a problem occurs they are not prepared and react rather than act on the situation. The supervisory and post chaplain in many cases show this reaction to problems because they do not have thought out responses ready. The availability of this type of training could have minimized the problems. The post assignment practices applied to women are a good example. The results show dissatisfaction with these practices by women much of which could have been avoided.

## BENEFITS

1. The advanced thinking and planning concerning important social issues will help minimize the impact of occurrence.
2. The discussion of issues of importance will improve the feeling of professional satisfaction by those involved.

3. The professional standing of the school will be improved by the relevance of the curriculum.
4. The addressing of issues which directly impact current members of the Chaplaincy will give them the feeling of concern and importance by the system.

#### CROSS REFERENCES

1. Recruitment modules - 3(A) & (C); 4(A)
2. Training modules - 1; 2(A); 3(A); 4(A)
3. Retention modules - 1; 5
4. Mobilization modules - 1; 2

## TRAINING

Implementation Strategy 2(E): Create within basic chaplain training, modules designed to include experiences resulting in the students developing confidence in their understanding of military culture and function (how the green machine works).

## STRATEGY

Research results show that many chaplains in their first few years of service do not understand the military system. The lack of understanding results in errors that can be costly to constituency and/or careers. Women chaplains especially reported difficulty in the fine points of military culture and function. The women also feel frozen out of the unofficial systems for dealing with functional problems.

The requirement as outlined in paragraph A-6 of AR 351-27, for recommissioning chaplains to obtain information which will ease movement into the military environment and to answer questions concerning life and customs in the chaplaincy is a focus of this strategy. The training system must be more responsive to needs in this area. The incoming chaplain candidates should be more involved in military custom.

The basic chaplains course should involve a period of time in Army basic training not supervised or restricted by senior chaplains. the school should also develop continuing education modules (multimedia) for field use by chaplains. The school would benefit from the development of course(s) that realistically describe the function of the Army system perhaps as taught by senior enlisted personnel.

## BENEFITS

1. The better the understanding of military culture and function by chaplains the more effectively they will be able to function in the system.

2. The acceptance of any chaplain by troops is partly dependent on their being able to make the system work. It follows that individuals and/or groups (i.e. women) can reduce their alienation by functional knowledge of the system.
3. The retention rate of minorities in the chaplaincy will be positively effected.
4. The functional utility of new chaplains will be increased.

#### CROSS REFERENCES

1. Recruitment modules - 1(C)
2. Training modules - 2(A); 3(B)
3. Retention modules - 1(B) & (C); 2; 5

## TRAINING

Implementation Strategy 2(F): Introduce management training courses at all levels with concentration in advanced course.

## STRATEGY

The results of interviews and other data inputs indicate a requirement for management skills by chaplains at all levels of function. The military system as it presently functions demands increasing management function as the career advances. The increase in management responsibility is an indication of an advancing career. The general rule has been if an individual is a good professional then they must be a good manager. This rule does not work, managers are trained by luck or by plan or they don't do a good job. The chaplains branch has managers who are not doing a good job. It also has excellent managers but it is by luck not plan.

The chaplains school is the place to start training chaplains in management techniques. The basic course should introduce the basics. The new chaplains will have little initial use for this area of expertise. The main thrust for the chaplain in the first five years should be in the form of continuing education as required by the individual. The resources for this continuing education should come in the form of education modules from the chaplains school and access to military and civilian management training courses.

The main thrust of management training should be concentrated in the advanced course. The chaplains taking the advanced course will be assuming management responsibilities at that point in their careers. It must be confirmed by a needs assessment as to the proper time to introduce these subjects, however, it appears the advanced course is the logical time and place. The personnel who have assumed management responsibility without training should be offered workshops to improve their skills.

Fear of not being an effective supervisor was reflected as a general concern of the chaplains interviewed. A workshop or series of workshops on supervisory skills would be beneficial. The workshops should include assessment and feedback of management style and skill development in the basic functions of management. The creation of continuing education modules should have as high a priority as the management skill area. The new modules could be tested on individuals past the advanced school accomplishing several goals at one time.

#### **BENEFITS**

1. The improvement in general level of management skills will promote organizational effectiveness.
2. The better trained an individual manager is the more likely the retention in the Chaplaincy.
3. The better the managers the fewer the problems. The level of crisis management required at the Chiefs level should be reduced.
4. The officers trained as managers will be able to fill a greater variety of organizations roles in the Chaplaincy.

#### **CROSS REFERENCES**

1. Recruitment modules - 4(C); 5
2. Training modules - 1(C); 2(A); 3(B),C,D; 4(B)
3. Retention modules - 1; 3(A); 5

## TRAINING

Implementation Strategy 2(G): Review basic course content with view to moving materials into continuing education for job relevance.

## STRATEGY

This section relates back to the needs assessment recommendation. The specific approach here is to create a recency in training of special subjects. The responsibilities such as funds accounting are not assigned on a fixed basis and training received at the school may be out of date or forgotten by the time such assignment occurs. The overview of such subjects should continue at the school, but specific instruction should be made available in the field at all field locations. What subjects to include is to be determined by the needs assessment.

The use of continuing education modules is discussed in training recommendation module 3. The use of all available media forms is strongly recommended. The use of video tapes, sound tapes, actual classes and workshops all must be considered.

## BENEFITS

1. The reduction of non essential training at the chaplains school will create time to implement new courses and expand training effectiveness.
2. The students will be more satisfied and responsive to increased training (course) relevance.
3. The recency effect of the continuing education modules will improve the effectiveness of chaplains newly assigned responsibilities.

## CROSS REFERENCE

1. Recruitment modules - 4(A)
2. Training modules - 1(C); 2(A); 3; 4
3. Retention modules - 1(B) & (C)

## TRAINING

Recommendation Module 3: Create a center for continuing professional education under the direction of the chaplains school.

## RATIONALE

The main approach taken was to recommend field training modules which could be integrated into the continued education/training as contained in AR 351-27. The modules to be developed on an experience base. The individual training modules to be discrete (single subject) permitting mobility and applicability in a variety of settings.

The continuing education/training program was seen as an appropriate system around which a variety of modules can be designed. It is already an integral part of the training system and provides a framework for addressing many of the needs identified in the study. Paragraph A-21 of AR 351-27 states, "continuing education/training (CE/T) is considered all learning activities in which chaplains are engaged either to update their knowledge/skills for personal growth/enrichment, or to develop new skills essential to their ministry but for which no SSI/ASI is provided."

The modular concept is particularly suited to the development of video cassettes, which can be used in conjunction with groups or as part of an individual instruction program. The advantages of reinforcement, flexibility, and standardization are all realized. The use and completion of certain modules could be associated with the assignment of Additional Skill Indicators thus serving as reward for professional development.

Some of the recommended modules for development are as follows:  
Homeletics; Counseling interviews; Parish development; "How the green machine works" Personal support system development; Male/Female issues; Career planning; Funds accounting; Supervisory effectiveness; Organizational goal setting.

The list given is a start, but will be expanded by the needs assessment results. The modules listed may be created by chaplains school personnel and/or by contract with those outside the Chaplaincy. The concern should be for excellence rather than source.

## TRAINING

Implementation Strategy 3(A): Field training modules utilizing multimedia presentations should address important social issues such as male/female issues.

## STRATEGY

Male/female issues may conveniently be addressed under the provisions of Section VI. Continuing Education/Training of Ar 351-27. Provisions are made under paragraph A-22 for periodic installation workshops and monthly training conferences to be conducted to address issues updating aspects of pastoral skills. Paragraph A-22,C,(2), states that periodically D.A.C.H. will publish a list of scheduled installation workshops. By using the currently established regulation as a marketing strategy, some resistance to the sensitive male/female issue could be reduced. There should be less of a tendency for members within the system to classify the program as just another minority program being imposed.

The fact that this continuing education program will address multiple social issues will help reduce the objection of just another minority program. The issues to be addressed should be timely and have social importance. The drug problem as an example is important but the issue of the snail darter is not of any interest unless you are an environmentalist. The form of presentation is important. The media selected should meet the goals of the education to be accomplished. There are some issues that can best be dealt with in a group interaction while others can be presented to individuals by video tape. The preassessment of presentation requirements is critical in the social issue area.

## BENEFITS

1. The addressing of social issues in a continuing education system will allow the relevant updating of field personnel in a cost effective fashion.

2. The continuing development of professional knowledge and skills promotes job satisfaction and retention.
3. The social issue area will have great interest in the civilian community. The continuing education modules will be a possible interface with the civilian educational and religious communities thus promoting recruitment.
4. The ongoing research required to support the development of the social issue modules will promote the professional development of chaplain school instructors.

#### CROSS REFERENCES

1. Recruitment modules - 3(B); 4
2. Training modules - 1(C); 2(A); 4(A)
3. Retention modules - 4; 5
4. Mobilization modules - 2

## TRAINING

Implementation Strategy 3(8): Career development should use the continuing education channels.

## STRATEGY

The question was asked in the original research request about the career development plan. The answer is that most chaplains don't know what it is or how to use it. The communication of policy and procedures is not very effective and the awareness of changes is even less. The continuing education system and in particular the modules associated with career development are a positive line of communication for policy and procedural items. The channel through this system will be slow so only relatively stable items should be included.

The lack of career guidance and accurate information on career management available to chaplains should be corrected. The continuing education system offers a method and means to improve the information flow. The understanding of the career system by chaplains will aid them in understanding of the Army system in general making them more effective as chaplains. The availability of good information in the career area will also reduce some central administrative burdens.

## BENEFITS

1. The improvement of career management information will aid retention.
2. The improvement of the chaplains system knowledge will contribute to their effectiveness.
3. The continuing education system will provide administration with an additional channel of communication to the field chaplains.

## CROSS REFERENCES

1. Recruitment modules - 1(A)
2. Training modules - 2(A); 4(B)
3. Retention modules - 1; 4; 5

## TRAINING

Implementation Strategy 3(C): Specific assignment skills such as funds accounting should be available through the continuing education center.

## STRATEGY

The approach developed for this recommendation included the reduction of non essential course work at the chaplains school. The teaching of information dependant skills that may not be used for considerable time is generally a waste of resources. The students forget most or all of the material because they don't use it. The assignments are so far removed from the class that almost total remediation is required to get the assigned chaplain up to speed. The presence of such jobs also allows the hazing of unpopular officers by making the assignment with no instructional support on the basis that it was covered in school.

The development of training modules to cover these "odd" jobs can serve several purposes. The introduction of policy and procedure change can be reinforced through this channel. The creation or recognition of specialized jobs can be handled by the training system in an orderly and effective manner. The chaplain is given the feeling of continued professional growth and development by the availability of continuing education. The field administrative time for new assignments can be significantly reduced. The standardization of the instruction will defer or eliminate charges of discrimination or difference in training opportunity.

Care must be taken to coordinate the selection of subjects for these modules with needs assessments and assignment policies. The modules estimated to be the most in demand should set highest priority. the subjects should not be taken out of school courses until the continuing education module is ready for the field.

## **BENEFITS**

1. The recency of the continuing education to the assignment will improve effectiveness for the student.
2. The availability of the educational modules will reduce administrative time for new assignments.
3. The increase in productive class time at the chaplains school will benefit the Chaplaincy as a whole.
4. The use of standardized materials in preset multimedia formats will deliver education to the students in a cost effective manner.

## **CROSS REFERENCES**

1. Recruitment modules - 4(A)
2. Training modules - 1; 2(A) & (D)-G; 4(A)
3. Retention modules - 1(B); 4; 5B

## TRAINING

Implementation Strategy 3(D): Continuing education modules should have a range of subject and difficulty for all levels of the Chaplaincy.

## STRATEGY

The selling strategy for use of the continuing education modules should include Additional Skill Indicators being assigned for completion of groups of them. The implication is that varying levels of subject and difficulty would have to be available. The second point is that if there is material of interest and relevance to more senior personnel they will use the system. The use of the system by senior personnel will contribute to less experienced chaplains being interested in the modules. It will further supply a communication channel to the senior personnel through the modules.

The broad range of subject and levels of difficulty will help the development of an interface with civilian educational community. The fact that the civilian community can be interested in the materials will increase the interest of those in the system. The program must be used to have an effect.

## BENEFITS

1. The broad range in the modules will contribute to interest in their use.
2. The senior level personnel will obtain direct benefit from the system.
3. The range will contribute to creating an interface with seminaries.

## CROSS REFERENCES

1. Recruitment modules - 4(A)
2. Training modules - 1; 2(A); 4(B)
3. Retention modules - 1(B); 4; 5

## TRAINING

Recommendation Module 4: Senior level personnel should have instruction/workshops developed to meet their needs.

## RATIONALE

Results have shown that supervisory and post chaplain play an important role in the adjustment of new chaplains especially women. The post chaplain is perceived to control the extent to which social issues (women's issues) are addressed. Post chaplains also control assignment of duties for chaplains in their command. The continuing education of the senior people will impact the organization extensively. The nature and coverage of continuing education directed at senior level personnel must be carefully considered.

The current supervisory and post chaplains lack systematic background in management and organizational subjects. The individual officer may have obtained education in these subject areas, but either not currently or not in accord with theory and application currently used by the Chaplaincy. The exception is the officer with a current applicable administrative education. The importance to the organization of having trained managers is extreme. The continuing education system should be the heart of this applied system.

The education of managers involves on the job training as well as more formal educational practices. The senior people set the tone and direction of the post chaplain organization. These are the individuals who must be current on social issues. The senior people must be able to deal with the organizational climate and function within the chaplains organization and on the post as a staff officer. The continuing education system can impact the "OJT" by carefully developed individualized training modules as well as improve the education of officers as they assume more responsibility.

## **TRAINING**

Implementation Strategy 4(A): The post chaplains should receive special instruction/workshops on male/female issues.

## **STRATEGY**

Since the post chaplains are critical to career progress of new chaplains and some have reacted in "protective" roles toward women chaplains action is indicated. The post chaplains have a large degree of administrative freedom in conducting the chaplains post operations/administration. The attitudes of these few individuals has far reaching impact on the operation of the chaplains organization. There is no continuing education or skill development aimed at this group in a systematic manner. The important social issues which impact in the Chaplaincy must be taken directly to this group.

The results of this study could form an initial basis for convening a special briefing/workshop under the direction of the Chief of Chaplains office for all post chaplains. The briefing would serve as a means of orienting the post chaplain on guidelines and policies related to women in the Chaplaincy. The workshop experience would be used to develop plans and commitment for continuing awareness of the women's issues. The commitment at this level will facilitate the process of dealing with the training of social issues at the post level.

The workshop concept should also be used to develop direction for the continuing education requirements of the senior personnel. The endorsement of the target group in the educational process will increase the effectiveness of the program. The introduction of another minority program will not be popular. The recognition of the supervisors and administrators that the benefits will include them is critical.

## **BENEFITS**

1. The obtaining of commitment from the senior people will increase the probability of success in any changes made.

2. The improvement of attitudes and administrative practices directed at women will improve their retention.
3. The establishment of a process for dealing with important social issues will improve the Chaplaincy.
4. The creation of continuing education programs for senior level personnel will increase their effectiveness.

#### CROSS REFERENCES

1. Recruitment modules - 4(A)
2. Training modules - 1; 2(A), D, F; 3
3. Retention modules - 1; 4; 5

## TRAINING

Implementation Strategy 4(B): Supervisory chaplain should participate in training on the basic functions of planning, organization, directing, and controlling.

## STRATEGY

The results indicate that most senior chaplain lack management education. The normal assignment of senior chaplains involves administration and management responsibilities. The conclusion is drawn that training is required to close this gap. The initial training in this area could be combined with social issue training in a workshop. The first subject areas to be covered would be supervisory skills and management style. The skill part of this will become the basis for a continuing education module to be developed.

The development of a program of management training and education will improve the ability and skills of all chaplains as they advance in their profession. The lack of challenging new material leads to ineffective officers. The individual who has seen it all needs to be motivated into new areas. The continuing education system should be integrated into the promotional system as one of the evaluation factors.

## BENEFITS

1. The increased skills and knowledge of senior personnel will improve organizational function.
2. The challenging of senior people will improve their satisfaction.
3. The overall organizational climate will be improved.
4. The image of the Chaplaincy as a professional organization will be enhanced.

#### CROSS REFERENCES

1. Recruitment modules - 4(A) & (C)
2. Training modules - 2(A), (D), (F); 3
3. Retentin modules - 4

## TRAINING

Recommendation Module 5: A co-pastorate type of field training should be considered for new chaplains with no experience prior to entering the Chaplaincy.

### RATIONALE:

This relates back directly to recruitment recommendation module 1B. The case of inexperienced chaplains would have to be accounted for in the training system. The expectation of some of the churches being willing and able to change their endorsement standards is dependent on the Chaplaincy showing a training system that works for inexperienced chaplains.

The fact is that many minorities (women) are hard to place in the civilian church systems. These same systems require experience prior to endorsement. The "catch 22" can be gotten around if the churches see a reasonable compromise. The Chaplaincy providing the clear ministerial training that is necessary. The Chaplaincy has suffered from the lack of experience standard on their side of the relationship. There has been attitude problems created from minority personnel lacking experience making error that are generalized to the group.

The co-pastorate situation would allow the new chaplain (now a Lt.) to learn from experienced senior personnel without risk to the constituency or the Chaplaincy. The required compromise on the part of the Chaplaincy would be to make the co-pastorate assignments only within the same religion. The cooperation of the churches would be required to make this co-pastorate work. The assignment policy would assure the denomination of training in accord with their structure while allowing the training to occur in the military.

### STRATEGY:

The co-pastorate approach will allow the opportunity for more women to enter the Chaplaincy. The assignment of midlevel chaplains to this

training duty can be seen as career enhancing (supervisory experience) while the Chaplaincy improves coverage in the critical troop ministry. The move may also be seen by some of the churches as the chaplains helping them solve a problem thus generating some good will. The "on-the-job-training" OJT will also facilitate the entry of the new chaplain into the military system.

#### BENEFITS:

1. The method should provide a greater pool of women recruits.
2. The approach should improve the attitude of some denominations toward the Chaplaincy.
3. The transition of inexperienced chaplain into the military life will be facilitated by this process.
4. The OJT type of training is superior for the training of professionals at this level.

#### CROSS REFERENCES:

1. Recruitment modules - 1B; 3B; 5
2. Training modules - 1; 2A-E; 3
3. Retention modules - 1; 2; 5

## RETENTION

Recommendation Module 1: Standardize assignment/training system at post level to assure solid base for knowledge of Chaplaincy function.

### RATIONALE:

The present assignment system details a chaplain to a post and the post chaplain assigns the duties or jobs. The system allows the post chaplain to use the chaplain where they are needed at the time assigned. The post chaplain is thus able to meet the requirements of the operational command. The problems come from the greatly different experiences new chaplain receive through this method and the possibility of assigning duties that negatively effect careers based on personal bias of the post chaplain. There is also the problem of not making assignments to chaplains also effecting their careers and effectiveness as chaplains.

The assignments especially in the first three years are critical to the training of new chaplains. The assignment system should be modified to provide the cross section of assignments and experiences needed to insure professional development. The order of the assignments and the support given to be under the control of the post chaplain. The continuing education system will provide support training for the field assignments on a modular basis as required. The level of experience prior to military service should also be considered. The assignment of rank at enlistment will account for some of this issue.

The level of assigned responsibility should be minimum in the first assignments to a new chaplain. The depth of experience in the civilian sector should be considered, but first year chaplain should be provided close support. The sever Echo (7E) program is the correct direction but should be expanded to include continuing education/training and tracking of assignment rotation. The new chaplain should be rotated through assignments at least four times in the first three years. The assignments should include troop ministry, administrative support, special ministry (hospital), and a chapel assignment. The system can increase the assignments but should cover at least the basics.

## RETENTION

Implementation Strategy 1A: Specific rotation and assignment types to be completed at post within tour of duty.

## STRATEGY:

The standardization of assignment and training for new chaplains on their first assignment will assure the best possible start for all without regard to special status (i.e. women). The development of training modules for use at field locations is intergal to this recommendation. The post chaplain are going to resist any restriction on their authority and this proposal will be viewed in that light. The system must be sold to the senior personnel prior to being put into effect. The approach as stated is logical but as stated is expected to meet resistance. The solution is to show the benefits of the approach which help the post chaplain.

The operational ununits will get better trained chaplains and have the support of senior people through the direct supervision of new chaplains. The systemizing of assignment and training will remove the possibility of the post chaplain being seen as unfair or biased toward an individual. The chaplaincy will be able to make second assignment with more assurance that the individual chaplain will be prepared. The habit of continuing education established for the new chaplains will serve them as they develop professionally. The changes required are mainly administrative at no cost to the posts or the Chaplaincy.

## BENEFITS:

1. The possibility of bias in assignment of duties is reduced by the standardization.
2. The new chaplains will receive better training and preparation as professionals.

3. The operational units will be served in a superior manner.

4. The retention of women chaplain will benefit from this approach.

**CROSS REFERENCES:**

1. Recruitment modules - 1B
2. Training modules - 2A & G; 3; 4; 5
3. Retention modules - 2; 5

## RETENTION

Implementation Strategy 1B: Specify continuing education modules to be completed at post during tour of duty.

## STRATEGY:

The recommendation in training module 2G intended to make room at the chaplains school for new courses has the counterpoint here. The material that was moved into continuing education can be addressed as required during the first field assignment. The point is that some of the material must be covered for professional development of the new chaplain. The system should specify required and optional training materials to be accomplished during first tour of duty.

The chaplains will have to be allowed time to undertake these educational materials during their first three years on active duty. The material developed will also benefit the reserve program. The lengthening out of the education/training requirement will allow more job experience relevance to the materials when they are presented. The improvement of some professional skills is greater after the student perceives the need. The Chaplaincy will have more satisfied and effective professionals by this approach.

## BENEFITS:

1. The course work can be introduced when it is relevant to the student thus increasing motivation to learn.
2. The standardization of required continuing education will provide better career direction to new chaplain.
3. The moving of course work from the chaplains school to the field will allow the school to introduce new more relevant courses at the school.

4. The individuals who lack knowledge of the system will be allowed more time to come to an understanding without effecting their careers.

**CROSS REFERENCES:**

1. Recruitment modules - 1B; 4A
2. Training modules - 1C; 2; 3; 4
3. Retention modules - 2; 4; 5

## RETENTION

Implementation Strategy 1C: Specify maximum levels of responsibility that can be assigned during initial tour of duty.

## STRATEGY:

The assignment of responsibilities to the new chaplains can be as negative to their continued career as it can be positive. The degree of independence and judgement exercised by the chaplain is important. The new chaplain should receive guidance and counsel in order that these important social skills are learned in an effective manner. The teaching of skills in the decision making area has been ignored. The "OJT" environment is the best place to undertake this type of instruction. The supervisor of the new chaplain should be explicitly trained to aid in training the new chaplains in developing decision making skills.

The current method of not controlling the extent of responsibility assigned has allowed some chaplain to move ahead faster and others to fail completely. The system is unfair. The culturally advantaged and/or experienced chaplain is rewarded at the expense of others. The social skills involved in the exercise of independence of decision making are important tools of the professional and should be addressed in a direct manner. The process of sink or swim does in fact discriminate and leave at a disadvantage the individuals from less enriched environments.

## BENEFITS:

1. The system would accomodate individuals of different levels of professional development in a facilitative manner.
2. The system change would increase the effectiveness of new chaplains.
3. The retention of women chaplains would be enhanced by this approach.

4. The senior personnel would improve their professional skills by their participation.

**CROSS REFERENCES:**

1. Recruitment modules - 3B
2. Training modules - 1; 2A; 3; 4; 5
3. Retention modules - 5

## RETENTION

Recommendation Module 2: Establish training program to teach methods and means of building support network.

## RATIONALE

This recommendation is discussed under training recommendation module 2C. The importance to retention is the reason for restatement here. The sense of isolation expressed by the women chaplain was a major contributor to dissatisfaction with their present circumstances. The future retention of these chaplains depends upon their ability to establish social identity in the Chaplaincy. The building of a personal support network can reduce or illuminate the sense of personal isolation as expressed by most of the women. The fact is the training would be useful to all chaplains. Continuing on the approach of not singling out any group this training should be given to all new chaplains.

The training in this social area should also be made available to current chaplains via the continuing education system. The isolation of the individual within the system occurs regularly. The training along these lines will also find great interest among civilian educational community. The Chaplaincy itself needs to get a support group established.

## BENEFITS

1. The general retention should improve.
2. The potential is there to use this material to interface with civilian educational institutions. This interface will help develop a community of interests.
3. The development of course work and programs in the social skills area will improve the ability of the educational system to respond to new social requirements.

#### CROSS REFERENCES

1. Recruitment modules - 38; 4A
2. Training modules - 1; 2; 3
3. Retention modules - 1; 5

## RETENTION

Recommendation Module 3: Review DOPMA for policy changes relative to retention.

## RATIONALE

The change in DOD policies concerning personnel is an opportunity for the Chaplaincy to modify policies without the usual problems of long approval cycles. The direction of this research was toward retention of women. The largest pool of religiously qualified women are older than the limit placed by the Chaplaincy. The modification of age limit requirements could significantly increase the number of women qualified to be chaplains. Research has shown that many women make the career decision to become a religious professional at an older age than men. The increase of the number of women in the Chaplaincy will improve the retention of women in the chaplaincy by reducing their social and professional isolation.

Modification of age standards will also create greater opportunity for more experienced religious professionals to enter the Chaplaincy. The more experienced personnel are at entry the more likely they are to remain in the chaplaincy. The age issue is one which would have to be dealt with in a careful manner. The extension of the age limit to older applicants must be combined with physical condition standards. The troop ministry is the prime assignment and good condition is required to keep up.

The other change to be considered is the continuation of personnel without promotion. The higher the rank the more the administrative responsibility. There are individuals who are excellent professionals and poor managers. These people are an asset of the Chaplaincy that is lost either to ineffectiveness in administrative positions or their not being promoted. A change in policy could conserve this resource.

## RETENTION

Implementation Strategy 3A: Consider non administrative abilities for retention without promotion.

## STRATEGY

The theory that competent professionals are also good managers has caused problems in all fields for years. The professional education and experience does not cover management nor does it assess management ability before an individual enters the profession. The Chaplaincy is no exception and in some cases it is the victim of the theory outcomes. The fact is that managers are trained and created not born that way. There are professionals in the Chaplaincy who serve well but have not the background and training to be managers. While some remedial and proactive training is recommended many intermediate level people will be lost before such programs can be effective.

The conserving of valuable resources is important. The point is that some chaplains who are competent professionals but not good managers should be retained without promotion. The system can use these people. The retention of these individuals will allow the system time to train the required skills. The chaplaincy will conserve trained resources and recognition of the problem will help prevent the occurrence of the "Peter Principle" phenomenon.

## BENEFITS

1. The Chaplaincy will have the services of trained professionals otherwise lost.
2. The occurrence of the ineffective administrator will be reduced.
3. Retention will be improved overall.

## CROSS REFERENCES

1. Recruitment modules - 4C
2. Training modules - 2F: 3; 4B
3. Retention modules - 1

## RETENTION

Implementation Strategy 3B: Review policy on age requirements to enter chaplaincy with view to extending age limits.

## STRATEGY

The availability of women for entry into the chaplaincy is in part due to the size of the potential recruitment pool. The fact is that women on the average are older when they enter the ministry. An increase in the upper age limits will increase the size of the recruitment pool for women. A change of this type will also allow the experienced professionals of both sexes an opportunity for career change.

The number of persons over the present age limit who would apply is dependant upon the extent of the change. The change should allow those up to forty (40) at entry. This would increase the pool and still allow for twenty years effective service. The fact is that at the end of a military career all those retained are in administrative (desk) jobs. It is expected that extending the range of age will benefit the functioning of the Chaplaincy.

## BENEFITS

1. The increase in the size of the recruitment pool for women should increase the number of women in the Chaplaincy.
2. The retention of those who are older at entry is better.
3. The change should be received by the civilian community as positive.

## CROSS REFERENCES

1. Recruitment modules - 1; 3B

2. Training modules - 5

3. Retention modules - 4; 5

## RETENTION

Recommendation Module 4: Establish proficiency pay system to allow rewarding of professional advancement during long periods required between promotions.

## RATIONALE

The effective management of an organization requires many things among which are included the control of rewards for productive personnel. The development of professional expertise, skills, and abilities is part of the expected productivity of a chaplain. The present system has minimum rewards for improvement in these areas. The promotions are few and not timely in the reward sense. The attitude and motivation of most chaplain is controlled by less direct and therefore less controlled influences.

The attitude and motivation of the individual affects retention and also day to day performance on the job. The biggest reward the Chaplaincy gives is promotion and very few of those over a career. The senior people are even past that regard so how do you motivate them. A system which allows different rates of pay at each rank. The earning of Additional Skill Indicators tied to the pay system as a means of promoting professional development and increasing effectiveness. The ASI should be setup to encourage those skills most needed by the chaplaincy. The assignment of ASI will be a means of effecting policy within the Chaplains Branch.

## RETENTION

Implementation Strategy 4A: Create a career ladder which will allow the addition of ASI as rewards.

## STRATEGY

This recommendation strategy is closely related to Recruitment Module 1A. The creation of an extended career ladder will increase the problems in retention unless intermediate steps are created. The development of a pay structure that responds to professional development is a good potential solution. The criteria for the assignment of Additional Skill Indicators will allow the use of these rewards to implement Chaplaincy goals. The existence of obtainable goals will keep interest and motivation up.

## BENEFITS

1. The ASI criteria will serve as a means of implementation for Chaplaincy goals.
2. The retention of all chaplains will benefit from this system.
3. The professional development of the individual members of the chaplaincy will be improved.
4. This is a method which will help to motivate senior personnel.

## CROSS REFERENCES

1. Recruitment modules - 1A; 4
2. Training modules - 1B; 3; 4B
3. Retention modules - 5

## RETENTION

Implementation Strategy 4B: Create career patterns associated with the assignment of ASI.

## STRATEGY

The effect of a motivator in part depends upon it being known. the recommendation in training module 2B is the means for getting information to the new chaplain. The training module 3B does the same for field chaplains. The strategy is to develop groups of training oriented to increasing professional abilities in areas of shortage in the Chaplaincy. The acquisition of these skills would result in the assignment of ASI. The chaplaincy can then reward the development of subspecializations which benefit the chaplains mission.

The grouping of continuing education/training courses and school resident courses for subspecialization can be a recruitment inducement as well as a retention strategy. The system should also include the special advanced education obtained from civilian schools. The specific career patterns selected are most appropriately based upon the needs assessment called for in training module 2A.

## BENEFITS

1. The use of augmented pay will serve as both recruitment and retention inducements.
2. The development of career patterns will support the policy direction for application of professional chaplain resources.
3. The early knowledge of career patterns will serve as a motivator for improving professional abilities.

#### CROSS REFERENCES

1. Recruitment modules - 1A
2. Training modules - 1B; 2A, B, D, G; 3; 4B
3. Retention modules - 1; 5

## RETENTION

Implementation Strategy 4C: The principal resource for development of ASI should be the continuing education system.

## STRATEGY

This recommendation refers back to training module 3 concerning the explanation of the role of continuing education. The means by which the additional skills are obtained should be within the Army system and the best available resource is the continuing education system. The linking of ASI to the continuing education courses will increase the stature of the courses and promote interest in taking them. The availability of the courses will improve motivation to take the courses and contribute to increased job satisfaction.

The control of incentives is a prime means of directing the efforts of the individuals within the Chaplaincy. The use of an existing Army system will allow the smooth transition to the new approach. The introduction of ASI as motivators will have to be carried out slowly. The creation of pay differences considered on each new ASI as it is established. The result may be groups of ASI in order to qualify for pay changes or only some with pay changes attached. The consideration must be extended to all levels of professionals within the Chaplaincy.

## BENEFITS

1. The introduction of incentives will improve overall retention.
2. The control of pay related incentives will allow management to direct the efforts of the field chaplain in an effective manner.
3. The continuing education system will have broader acceptance by field personnel.

#### CROSS REFERENCES

1. Recruitment modules - 4A
2. Training modules - 1B; 2A, b, D-F; 3; 4B
3. Retention modules - 1B; 2; 5B

## RETENTION

Recommendation Module 5: Review assignment and training policies to insure women ae not singled out without justification.

## RATIONALE

The fact that a single group is identified in any manner tends to make it more difficult for them to become a member of the larger group. The results of this study indicate that women wish to avoid being singled out for special programs. The problem is increased if there is an easily identified characteristic such as race or sex associated with the group being treated in a special manner. The Chaplaincy has already instituted assignment guidelines that treat women in a special manner. The suggestion has been made for special training for women. None of these programs should be in effect.

The more that groups such as women, Blacks, Asians, etc. can be treated without special programs the better the acceptance in the existing social environment. The fact is that many individuals entering the Chaplaincy would benefit from special training (see training recommendation modules 2A-G). The requisites for any assignment or job should not focus on any characteristic not relevant to the job. While this sounds great in theory, there are some legal restrictions on assigning women. The existing restrictions must be recognized but no further barriers put up.

## RETENTION

Implementation Strategy 5A: Establish a policy of equal assignment as far as possible.

## STRATEGY

The assignment of women is not done on the same basis as men. The women are assigned to posts which do not have other women chaplains in an effort to give as broad a coverage as possible. The problem is that the women have lost the opportunity to work together and/or support each other socially. The special assignment is noticed and rumor of other special considerations are supported. The women on the other hand feel they miss opportunities for assignments which would help their careers. The only solution is to avoid special assignment wherever and whenever possible. The policy of denominational balance at the post level should also be reviewed. The denominational balance could be given greater flexibility in assignment decisions.

## BENEFITS

1. The less a group is singled out the better the chance of social acceptance.
2. The special treatment of any group tends to create hostility toward that group. The minimization of special programs and/or assignments will improve organizational climate.
3. The administrative burden is less if no special considerations need to be made in assignments.
4. The system is in better compliance with EEO guidelines if no special assignments are made.

## CROSS REFERENCES

1. Recruitment modules - 1A
2. Training modules -1
3. Retention modules - 1; 2

## RETENTION

Implementation Strategy 5B: Establish total policy of equal training without exception.

## STRATEGY

The implementation of recruitment recommendation module 1B will eliminate any basis for special or exceptional training being offered to a special group. A policy of equal training requirement will help to reduce the isolation of groups like women who are usually singled out. The Chaplaincy will have better trained and more versatile officers by implementing this policy. The strategy here is to emphasize cost effectiveness and the conforming to EEO guidelines.

## BENEFITS

1. The training system will be able to operate in a more cost effective manner.
2. The recommended policy is in more accord with the spirit of EEO guidelines than current practices.
3. No one group will be seen as receiving special treatment thus improving retention.

## CROSS REFERENCES

1. Recruitment modules - 1B
2. Training modules - 1; 2A; 3; 5
3. Retention modules - 1

## RETENTION

Implementation Strategy 5C: Establish that equal qualifications are required of all chaplains.

## STRATEGY

This refers back to recruitment recommendation module 1B. The Chaplaincy must set experience standards for entering chaplains. The use of a lower rank at enlistment and additional training requirements is the best policy. The fact is that some inexperienced chaplains who happen to belong to an identified special group have created a negative condition for any of that group that follows. The problem was failing to recognize the importance of prior non academic experience for chaplains. The situations could have been taken care of in a training system and field supervision policy. The retention of persons who experience failure is also poor as would be expected. The development of success situations and conditions is the responsibility of management.

## BENEFITS

1. The retention of those needing training and/or experience will improve as the Chaplaincy responds to their needs.
2. The constituency will receive better service from a Chaplaincy that is better trained.
3. The endorsing bodies will be able to respond to the opening in the Chaplains Branch in a more complete manner.

## CROSS REFERENCES

1. Recruitment modules - 1B; 3B
2. Training modules - 2; 3
3. Retention modules - 1; 2; 4

## MOBILIZATION

Recommendation Module 1: Change the enlistment contract to contain a disclaimer for the possibility of legal change in policy toward women in combat.

## RATIONALE

The mobilization issue as it relates to women is largely a political legal question. The research effort has shown that not being able to serve in all areas is upsetting to women. The answer to this question is not within the scope of this effort. The best that can be offered is suggestions to help preparations for possible changes when and if they occur.

The ability of women to serve in combat is as stated a political issue. The impact on women in the military if this were to change would be difficult to predict. The fact is that most likely there would be a challenge to the enlistment contract were this change to be made. It seems that this could be dealt with in advance by legal means. Research has shown that most women do not want to go into combat but resent not having a choice. The other side of that is most men think women would negatively affect combat performance. The answer will not be simple no matter what the decision.

## MOBILIZATION

Implementation Strategy 1A: Draft a disclaimer with legal assistance.

### STRATEGY

The enlistment contract should be changed so that it is in effect even if the policy toward women were to change. The possibility is open for both men and women to use this change to leave the service at a time of real need. The wording and nature of this change should be done with the assistance of legal council.

Implementation strategy 1B: Review policy changes with Army legal staff.

### STRATEGY

The recommendations in this area of legal factors can only be undertaken with the consultation of the Army legal staff. The proposed disclaimer seems reasonable but expert legal opinion must be obtained.

## MOBILIZATION

Recommendation Module 2: Establish a fact finding survey policy to be implemented every two years to obtain attitudes towards issues such as mobilization.

## RATIONALE

The issue of mobilization is two-fold. Would chaplains who have left the service come back in times of national emergency and would current policy toward women in combat create an inability for the Chaplaincy to serve combat units as the number of women increases in the Chaplains Branch? These questions are dynamic and must be asked in a timely manner. There are other questions which the management of the Chaplains Branch needs answered in an ongoing manner. The need is therefore indicated for an information system that functions on a regular basis.

## MOBILIZATION

Implementation Strategy 2A: Mail survey all chaplains to be obtained by the Chief of Chaplains Office every two years.

## STRATEGY

The need for a method and means of obtaining attitude information is established. The mail survey as long as it is short and required will satisfy the requirement. The regular collection of attitude information will facilitate advanced planning by the management.

Implementation Strategy 2B: Proposed survey should be limited to thirty questions for ease of processing and analysis.

## STRATEGY

The strategy here is obvious if no limit is put on the survey it will continue to grow in size and complexity. It is the nature of this type of thing to increase. The importance here is timely information on important issues. It therefore follows that the size must be limited.

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**APPENDIX A**

## APPENDIX A

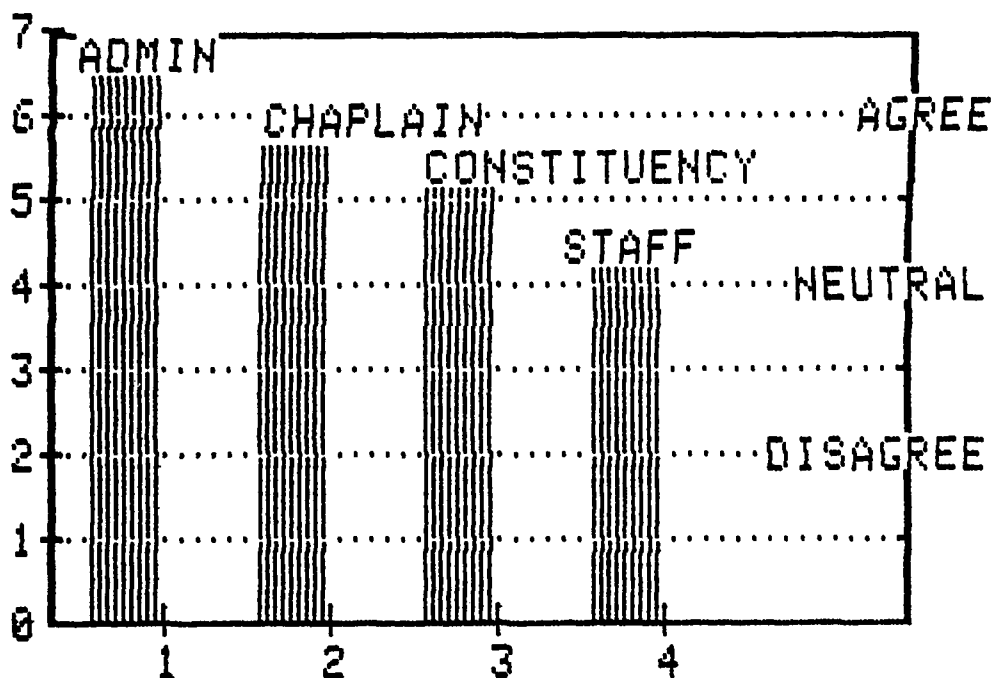
### QUESTIONNAIRE RESULTS

This appendix contains the graphs of differences found to be significant (.01) on analysis of variance. The important differences are discussed in the results section in detail. This appendix is supporting data and documentation. The data is organized and reported by question. This section therefore contains a complete listing of the questionnaire.

1. The chaplaincy meets my religious needs.

mean = 5.21 sd = 1.55 n = 160

Difference reported by job category.



QUESTION 1 BY JOB CATEGORY

2. Women should be assigned combat duty.

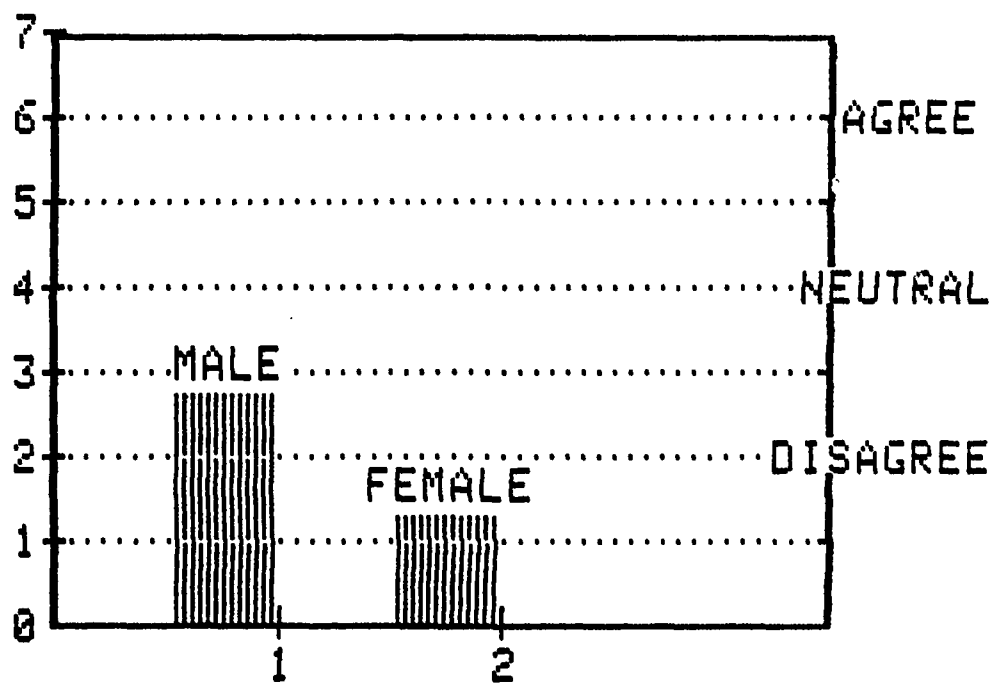
mean = 3.34    sd = 2.18    n = 161

There was general disagreement with this question and no differences detected.

3. Only men have the temperament necessary to be good Army officers.

mean = 2.40    sd = 1.81    n = 161

Difference reported by sex of respondent.



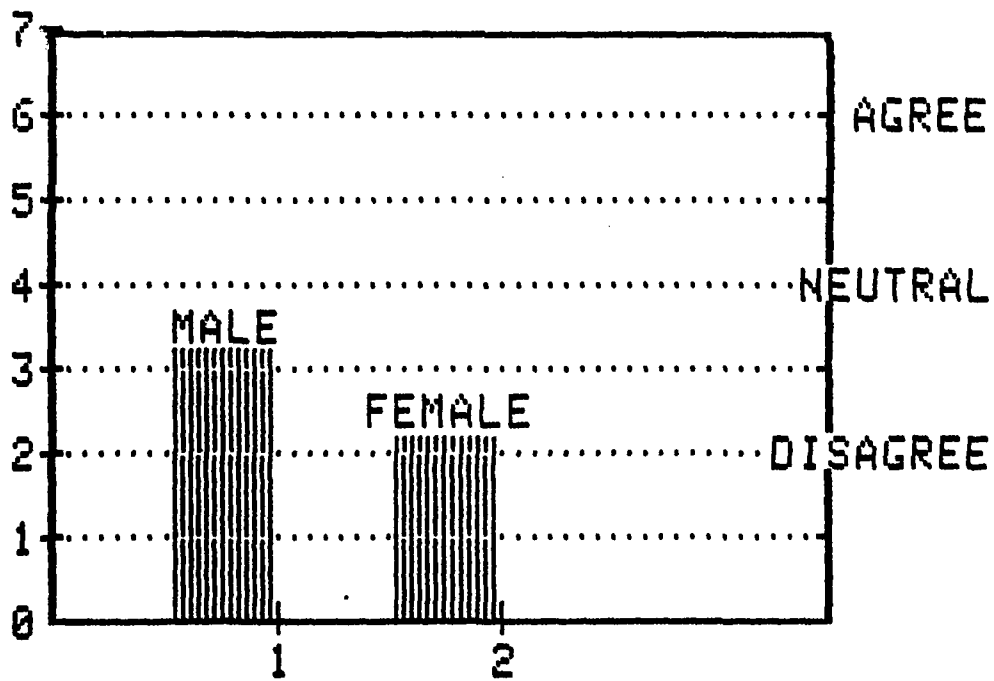
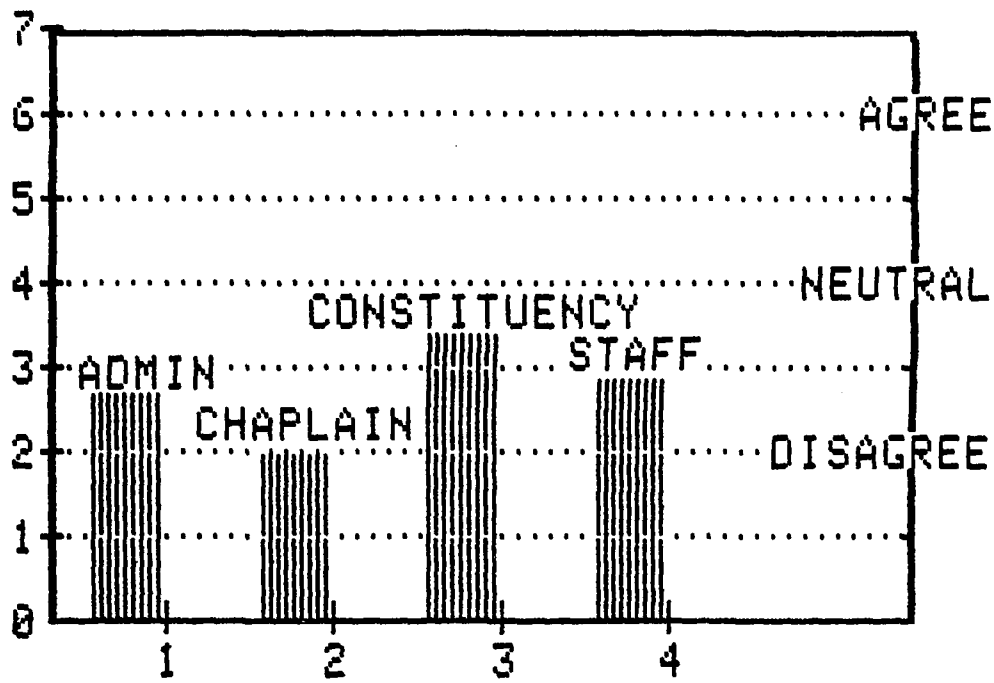
QUESTION 3 BY SEX OF RESPONDENT

4. I would only go to a chaplain of my own faith.

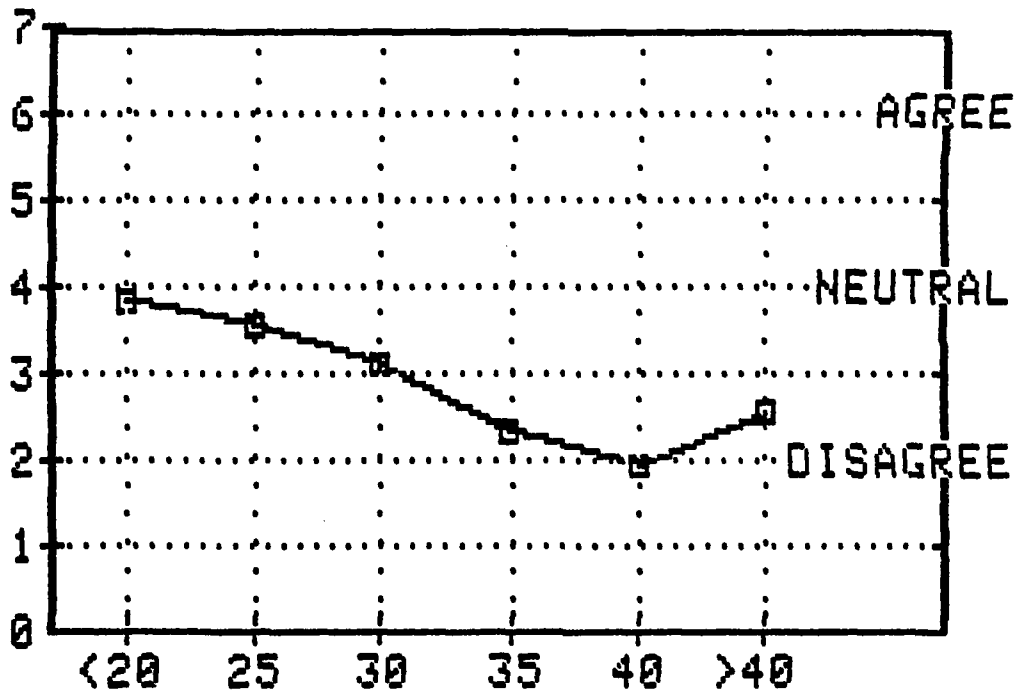
mean = 2.99 sd = 1.96 n = 161

Differences by the following:

Job category  
Sex of respondent  
Age of respondent



QUESTION 4 BY SEX OF RESPONDENT

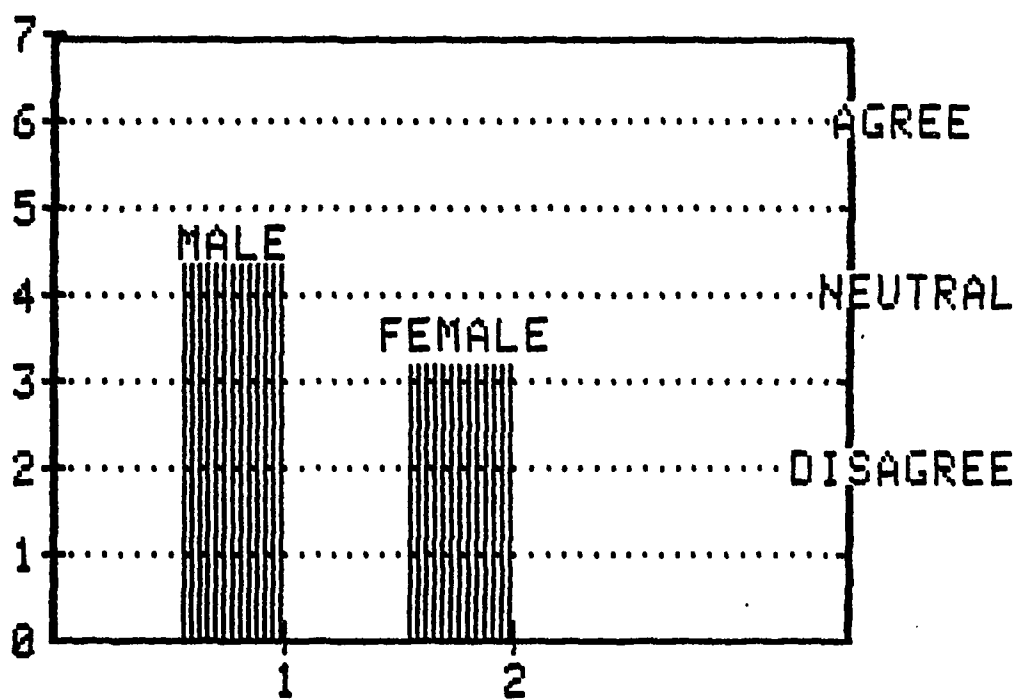


QUESTION 4 BY AGE OF RESPONDENT

5. Chaplains should have only duties of a religious nature.

mean = 4.08    sd = 2.14    n = 160

Difference reported by sex of respondent.

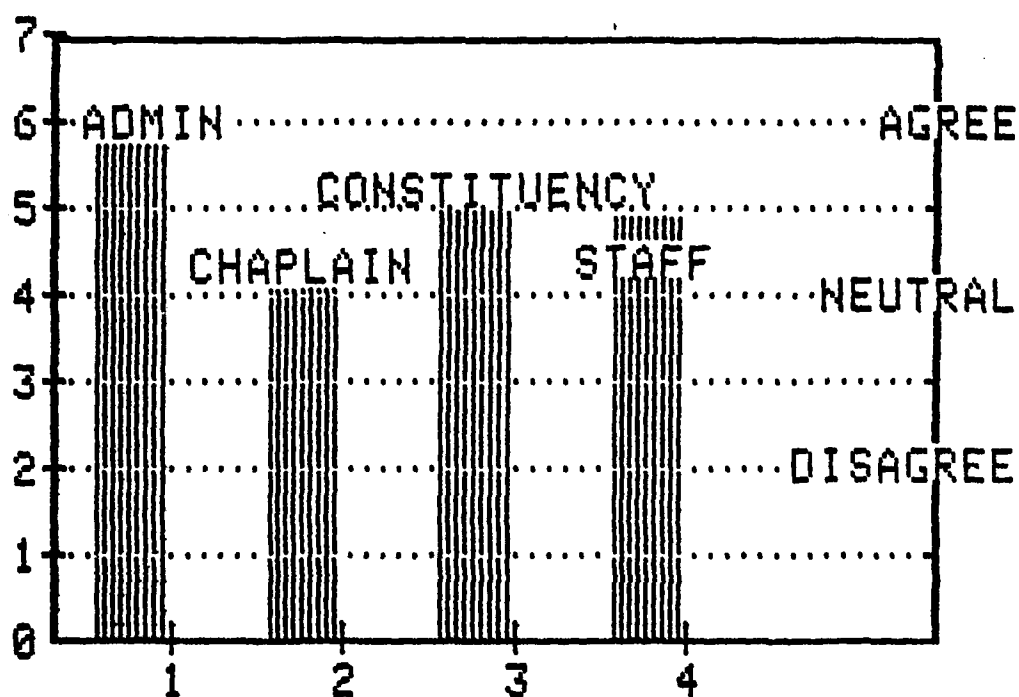


QUESTION 5 BY SEX OF RESPONDENT

6. I believe promotion practices are the same for men and women in the Chaplaincy.

mean = 4.75    sd = 1.63    n = 156

Difference reported by job category.



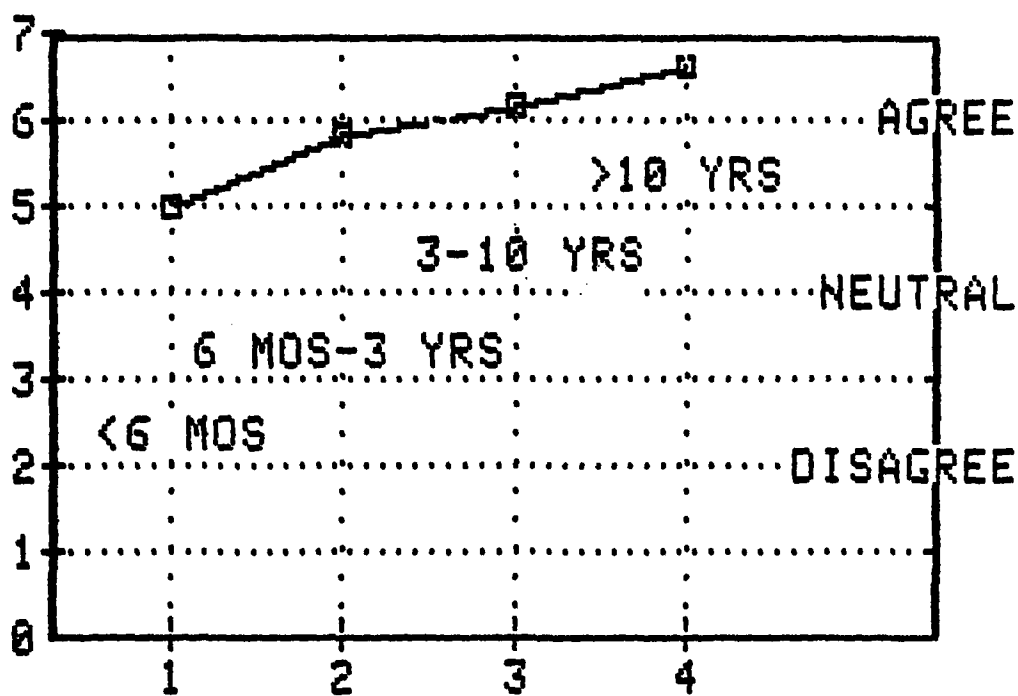
QUESTION 6 BY JOB CATEGORY

7. To be a good chaplain, it is necessary to understand the military way of life.

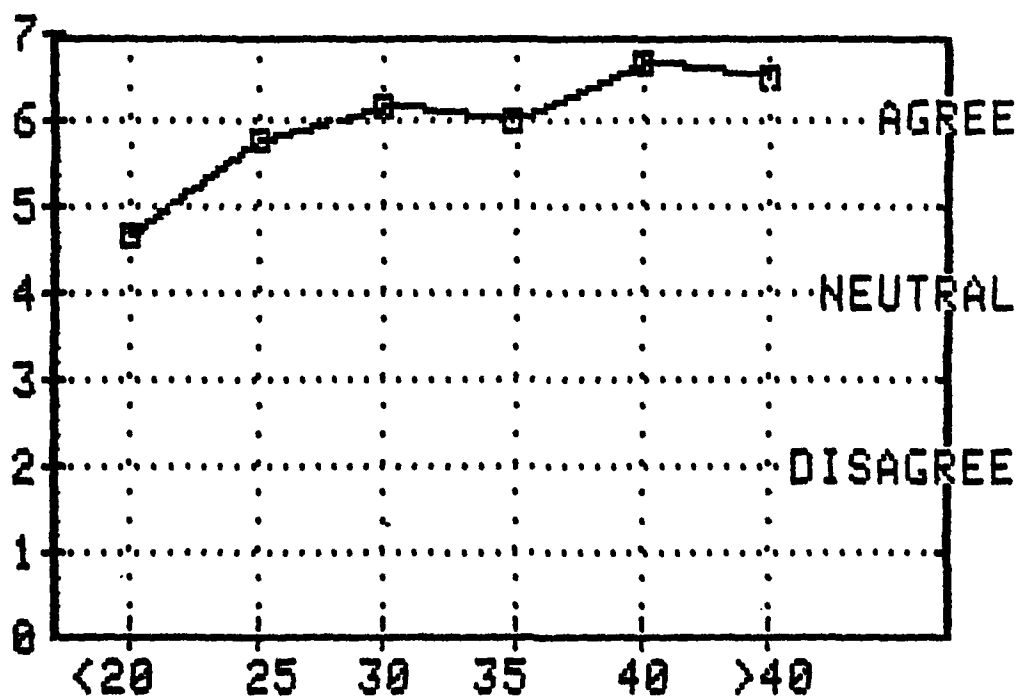
mean = 5.99    sd = 1.54    n = 161

Differences by the following:

Years of Army service  
Age of respondent



QUESTION 7 BY YEARS OF ARMY SERVICE



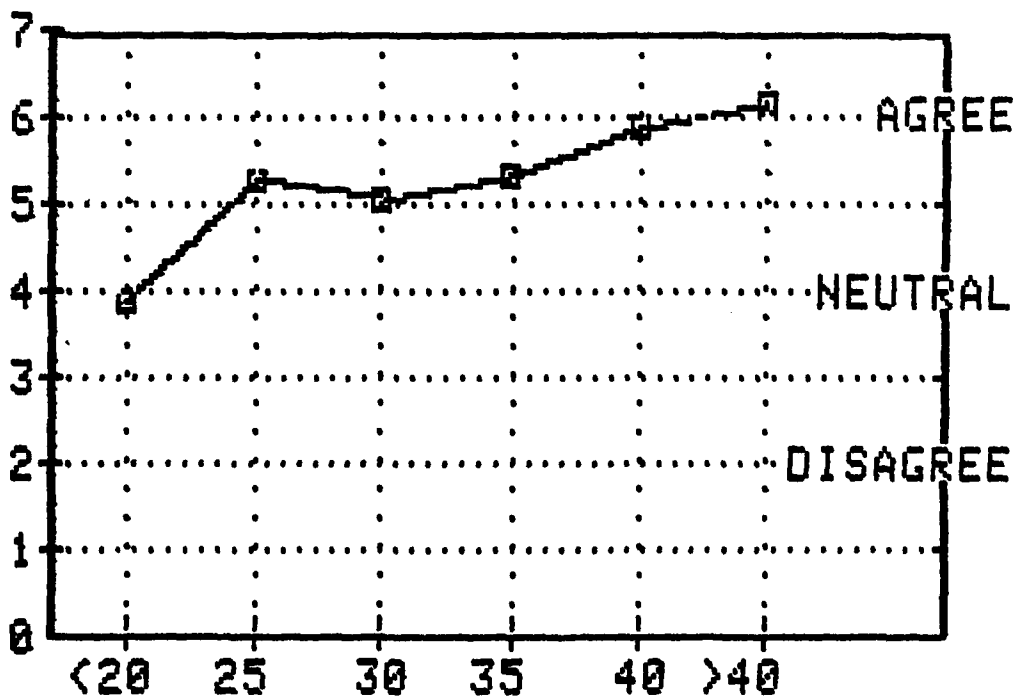
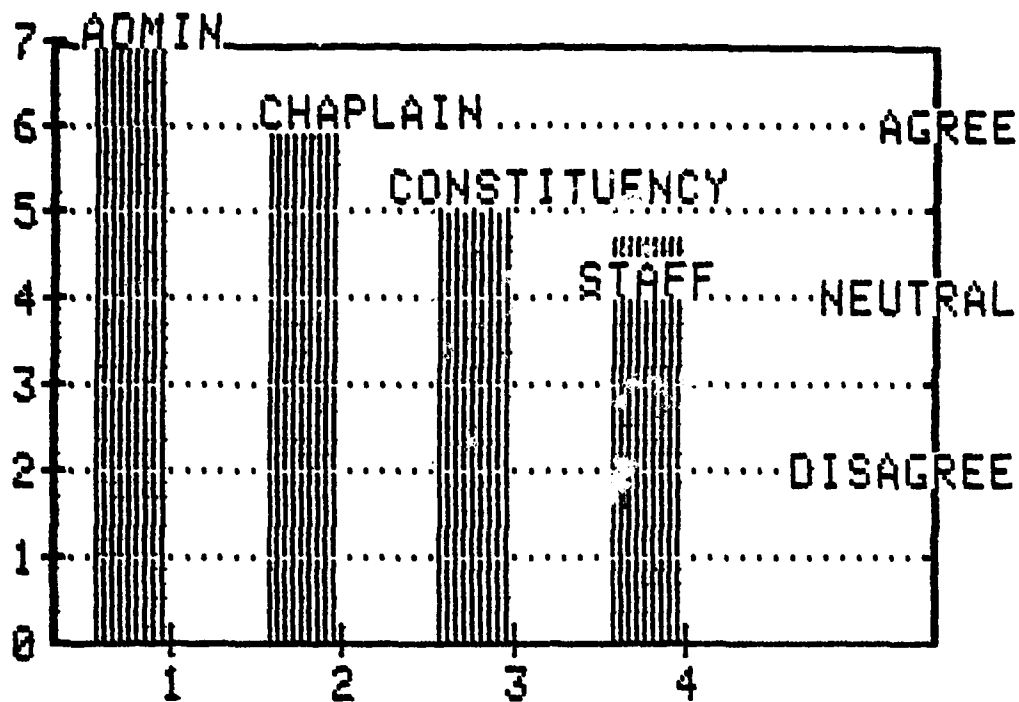
QUESTION 7 BY AGE OF RESPONDENT

8. I believe qualified women should be supervisory chaplains.

mean = 5.32 sd = 1.83 n = 1.61

Differences by the following:

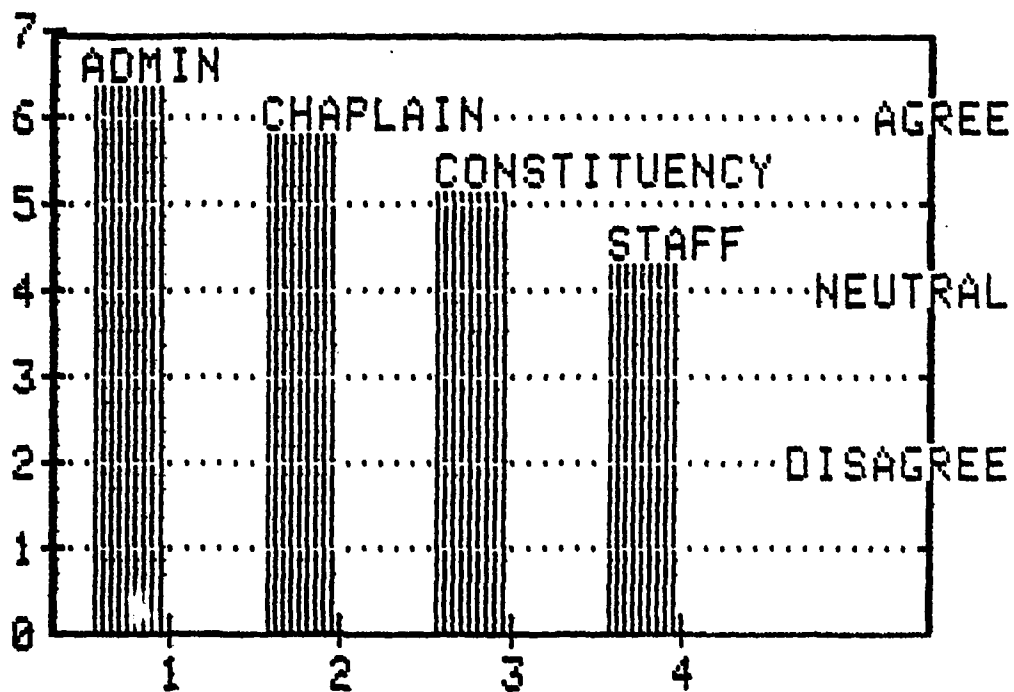
Job category  
Age of the respondent



9. The Chaplaincy meets my counseling needs.

mean = 5.25   sd = 1.44   n = 159

Difference was detected by job category.

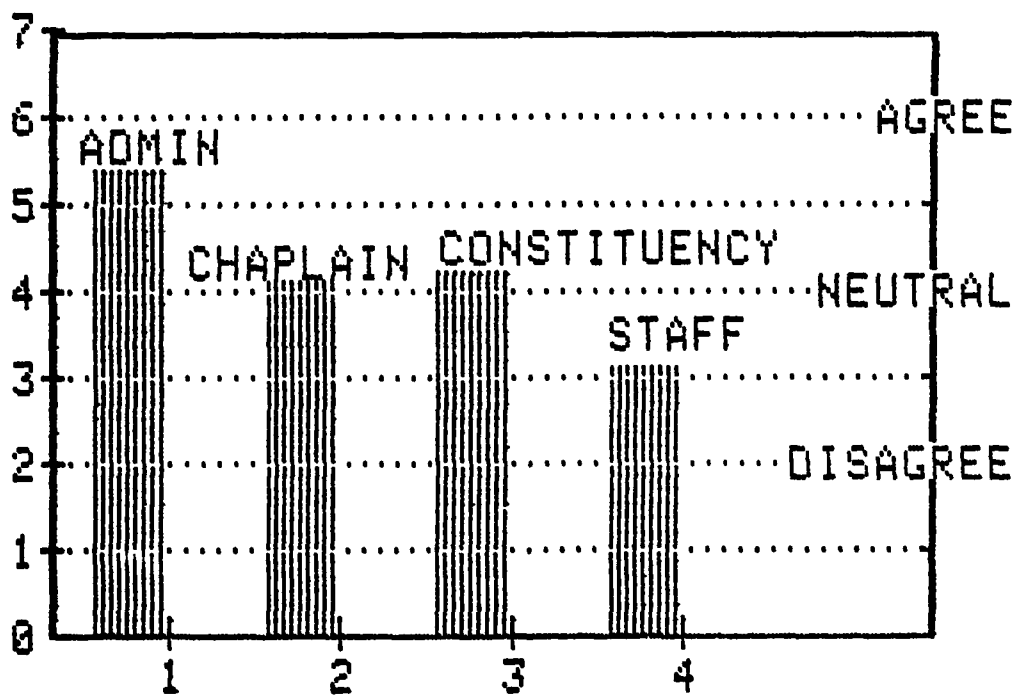


QUESTION 9 BY JOB CATEGORY

10. Women are adequately trained by the Army for the Chaplaincy.

mean = 4.15   sd = 1.54   n = 159

Difference was noted by job category.



QUESTION 10 BY JOB CATEGORY

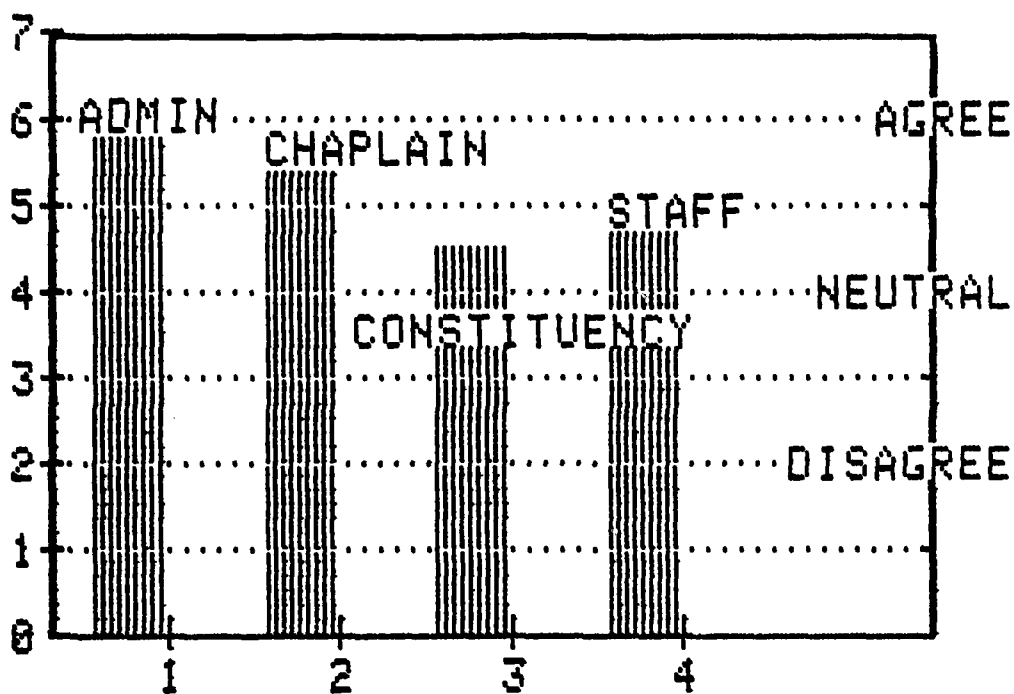
11. Women are effective supervisors.

mean = 4.85   sd = 1.60   n = 159

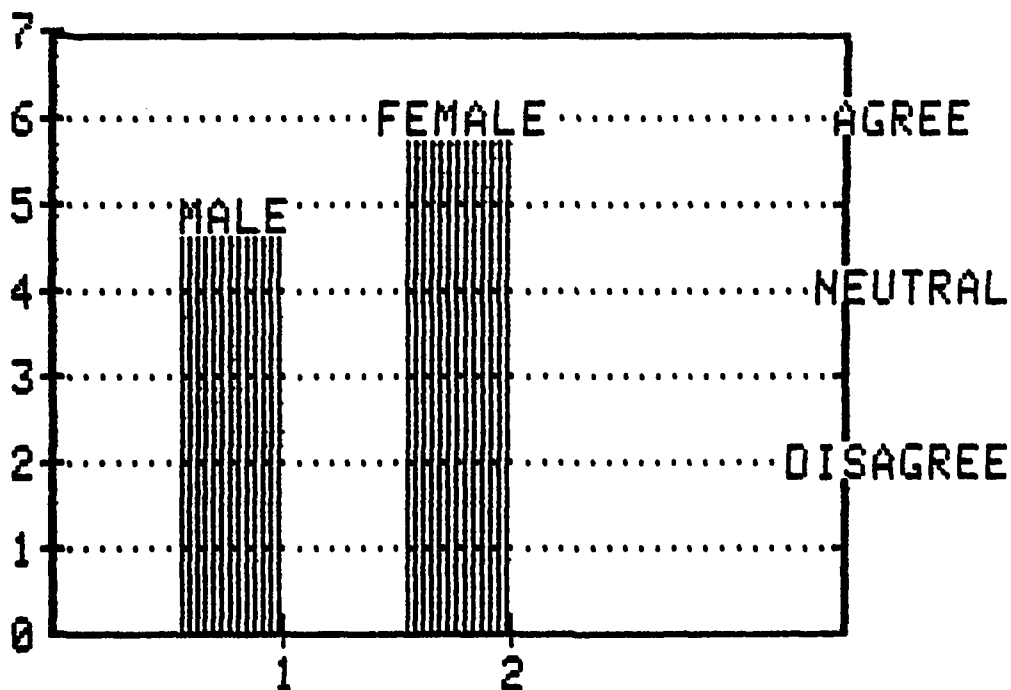
Differences are as follows:

Job category

Sex of respondent



QUESTION 11 BY JOB CATEGORY



QUESTION 11 BY SEX OF RESPONDENT

12. The Army recognizes the importance of the chaplain's role.

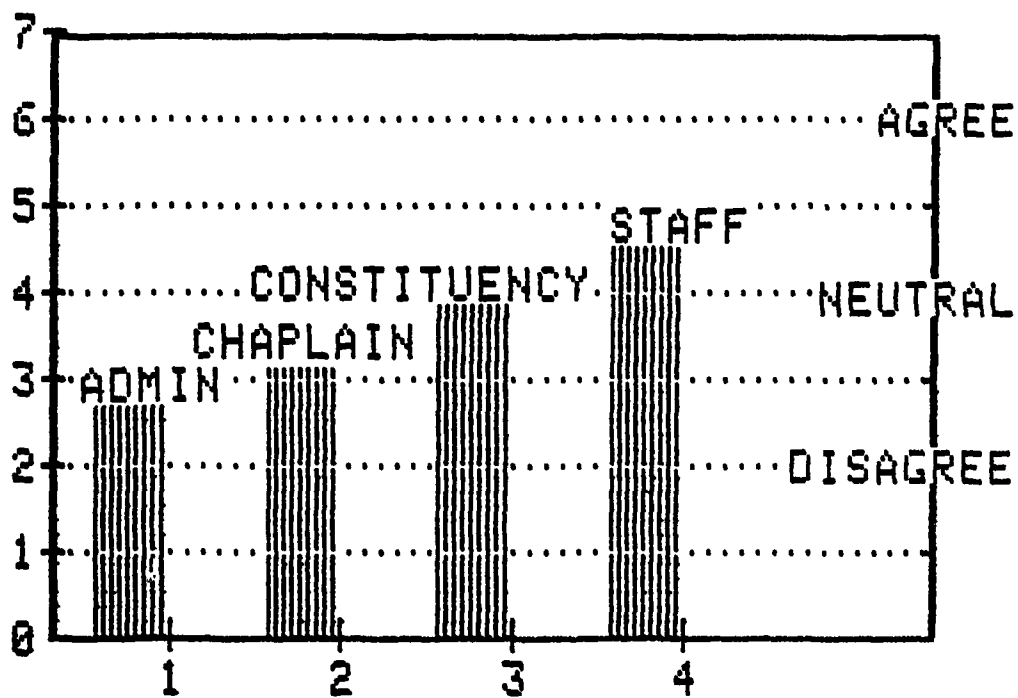
mean = 5.29   sd = 1.45   n = 161

This question was generally endorsed and no differences were noted.

13. Chaplains have too many non-religious duties.

mean = 3.64   sd = 1.61   n = 160

Difference by job category was detected.



QUESTION 13 BY JOB CATEGORY

14. Existing recruitment practices are adequate for the Chaplaincy.

mean = 3.80    sd = 1.45    n = 157

This statement was generally disagreed with but no differences were detected.

15. I would go to a chaplain for counseling on a personal problem.

mean = 5.76    sd = 1.28    n = 161

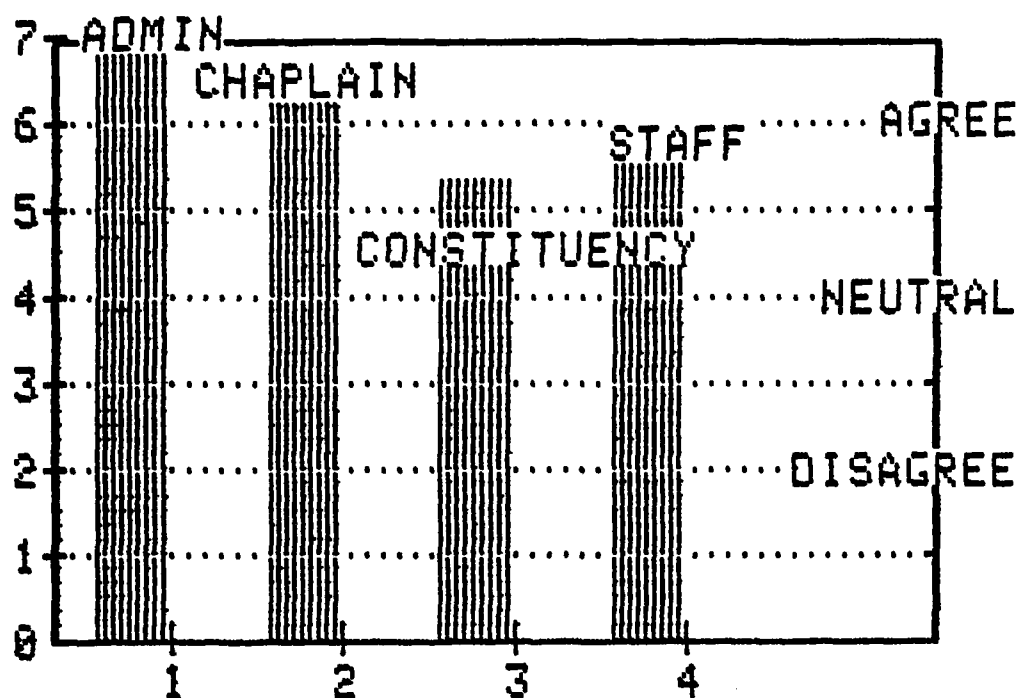
This was generally agreed with and no significant differences were noted.

16. Chaplains should be assigned to units which will be in combat.

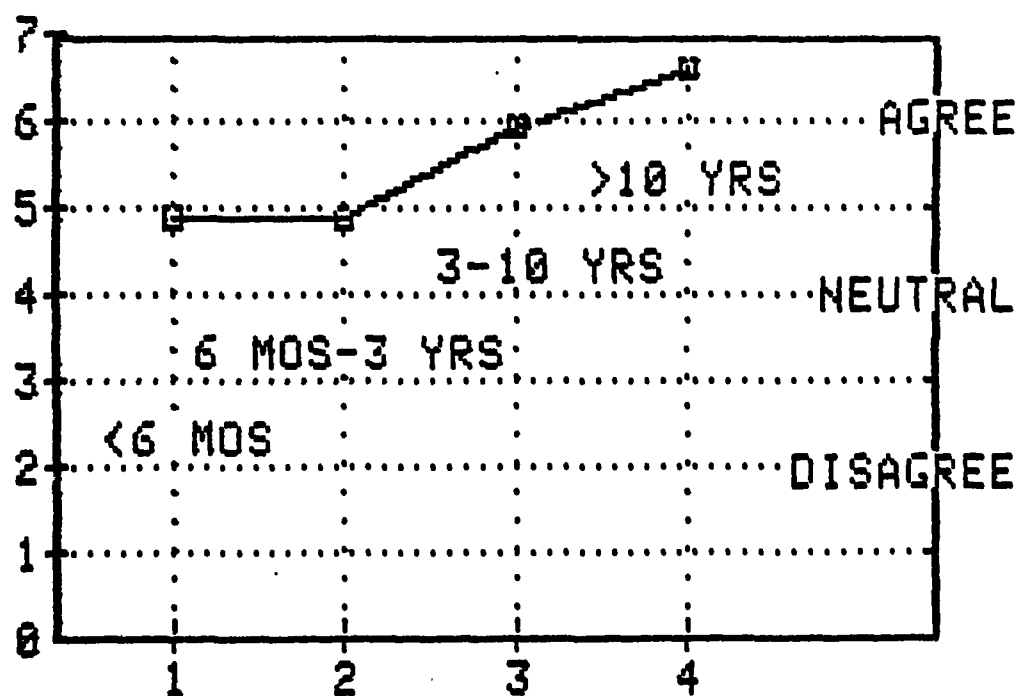
mean = 5.66    sd = 1.56    n = 160

Differences are as follows:

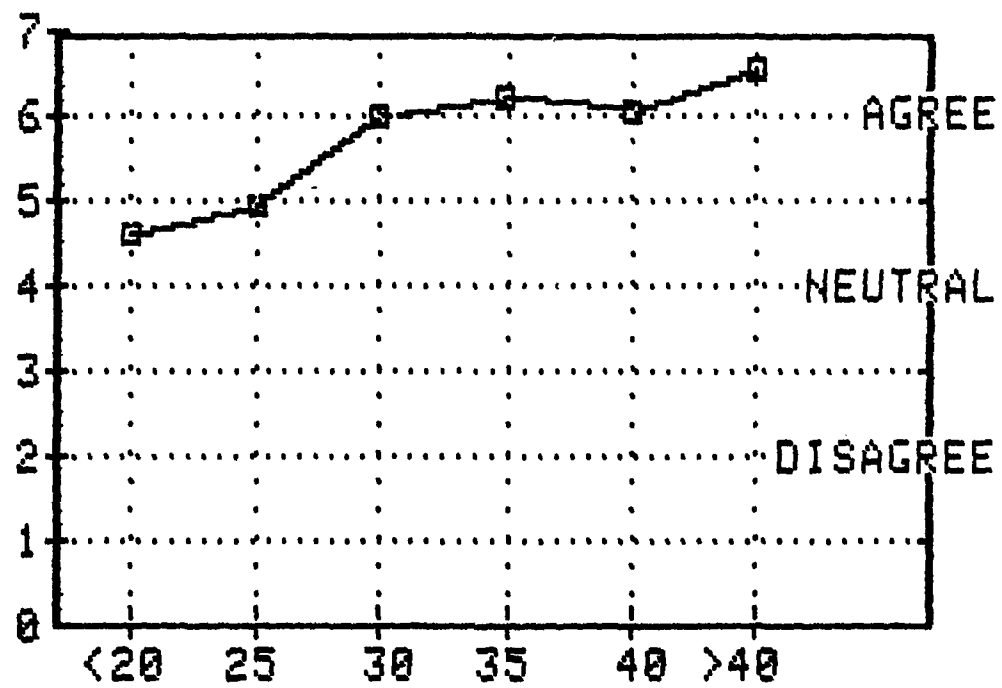
Job categories  
Years of Army service  
Age of respondent



QUESTION 16 BY JOB CATEGORY



QUESTION 16 BY YEARS OF ARMY SERVICE



QUESTION 16 BY AGE OF RESPONDENT

17. Chaplains serve as role models in the Army.

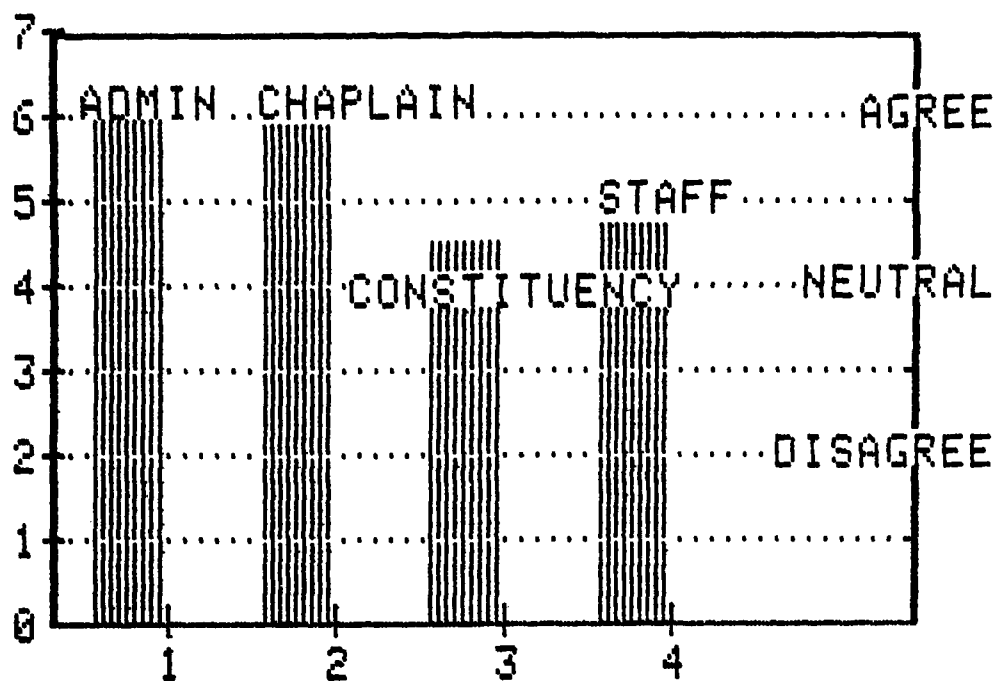
mean = 5.03 sd = 1.56 n = 158

Differences are as follows:

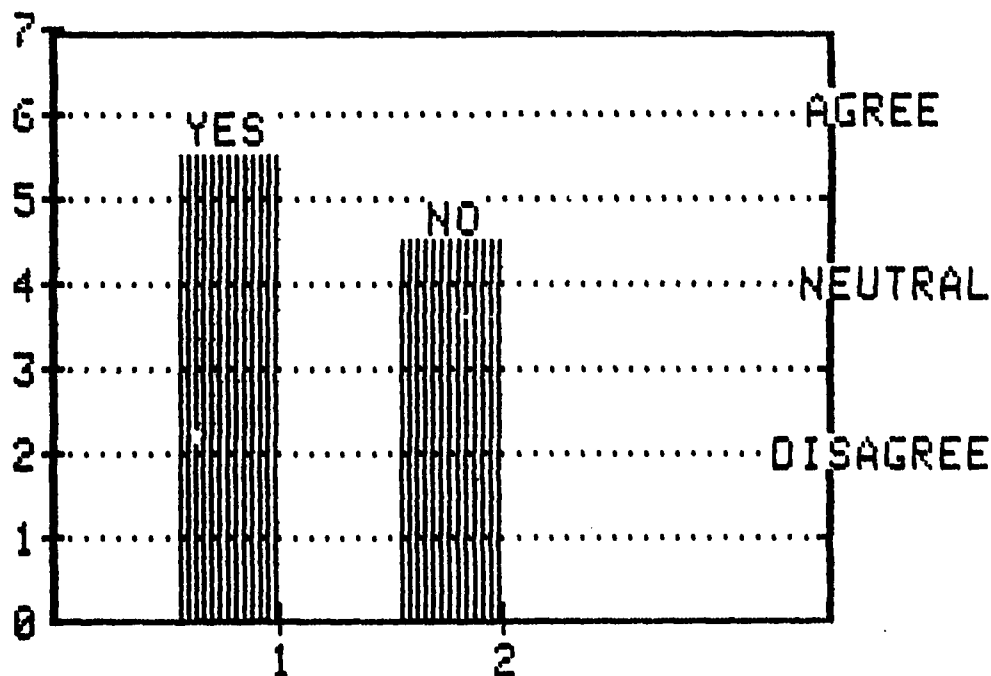
Job category

Person has been associated with a woman chaplain.

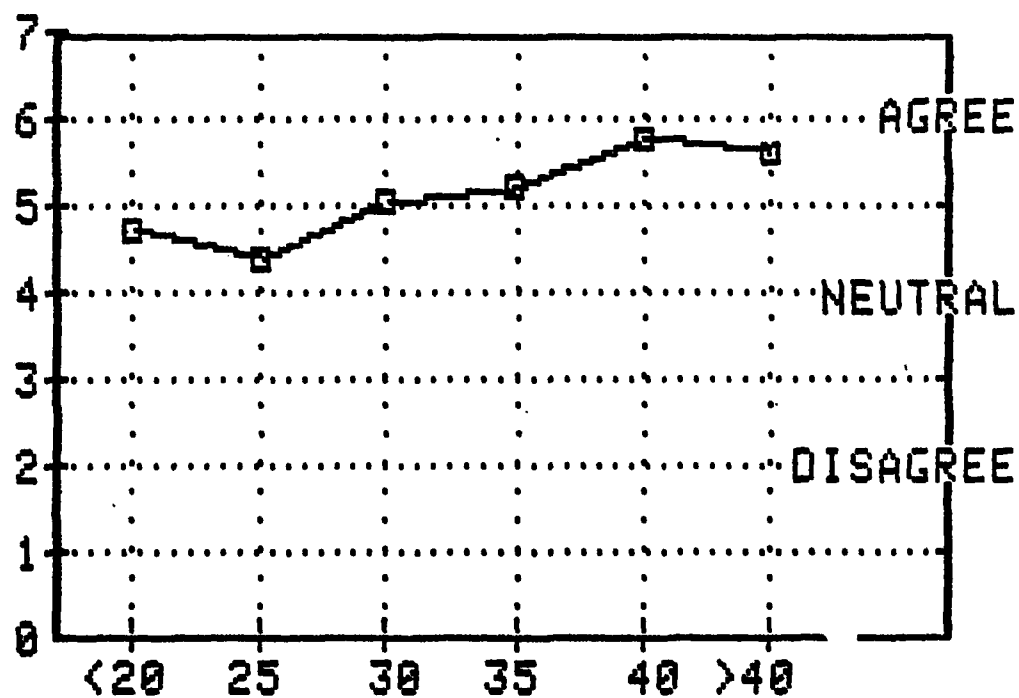
Age of respondent



QUESTION 17 BY JOB CATEGORY



QUESTION 17 BREAKDOWN BY ANSWER TO  
"I HAVE BEEN ASSOCIATED WITH A WOMAN  
CHAPLAIN"

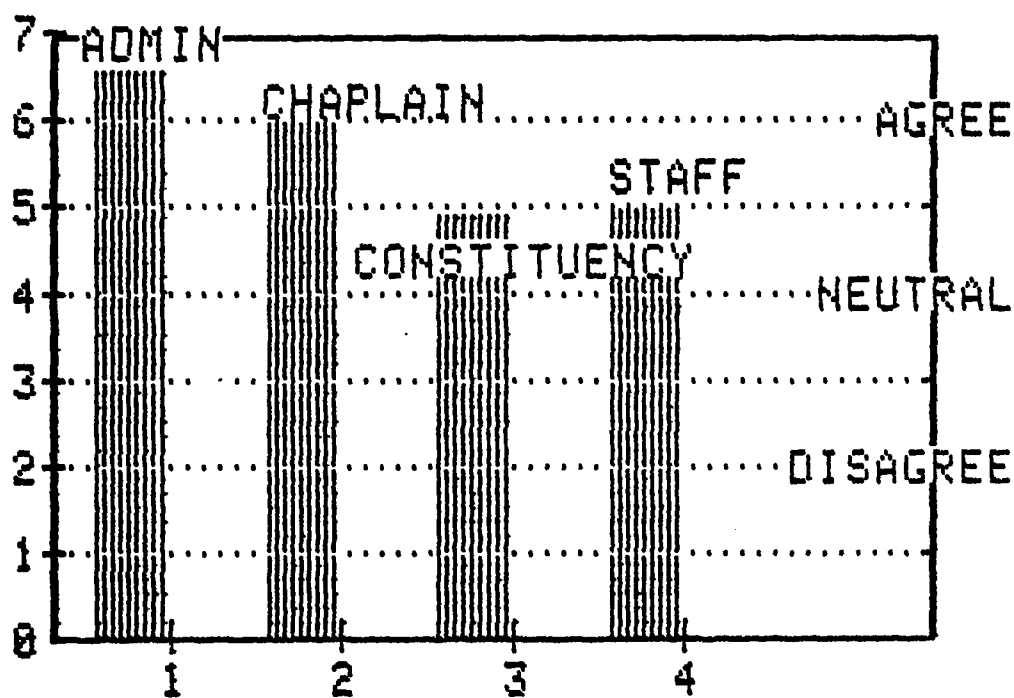


QUESTION 17 BY AGE OF RESPONDENT

18. I feel that denominational balance is a worthwhile goal.

mean = 5.40   sd = 1.51   n = 160

Detected difference by job category.



QUESTION 18 BY JOB CATEGORY

19. Trained lay people could perform the non-religious duties of the chaplain.

mean 4.51    sd = 1.81    n = 160

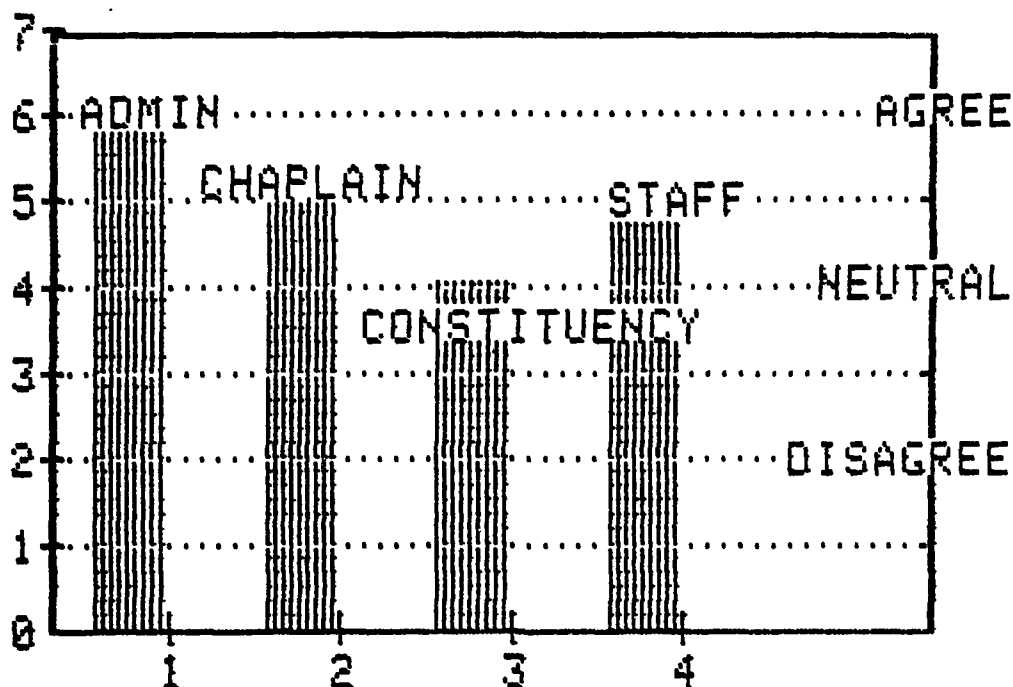
Differences reported as follows:

Job categories

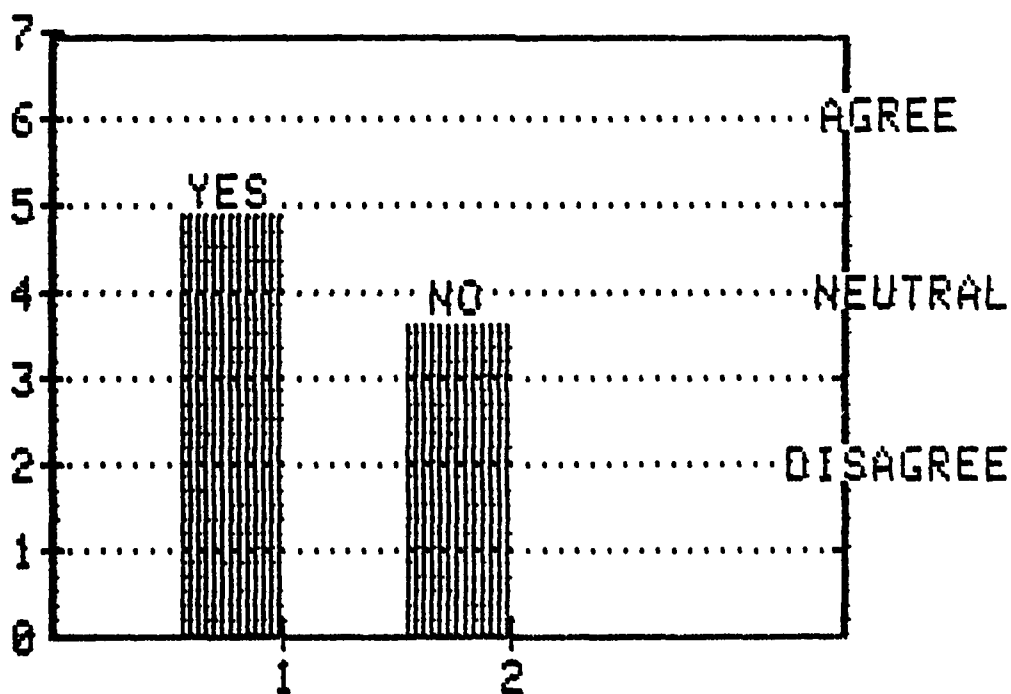
Respondent reports having seen a chaplain

Years of Army service

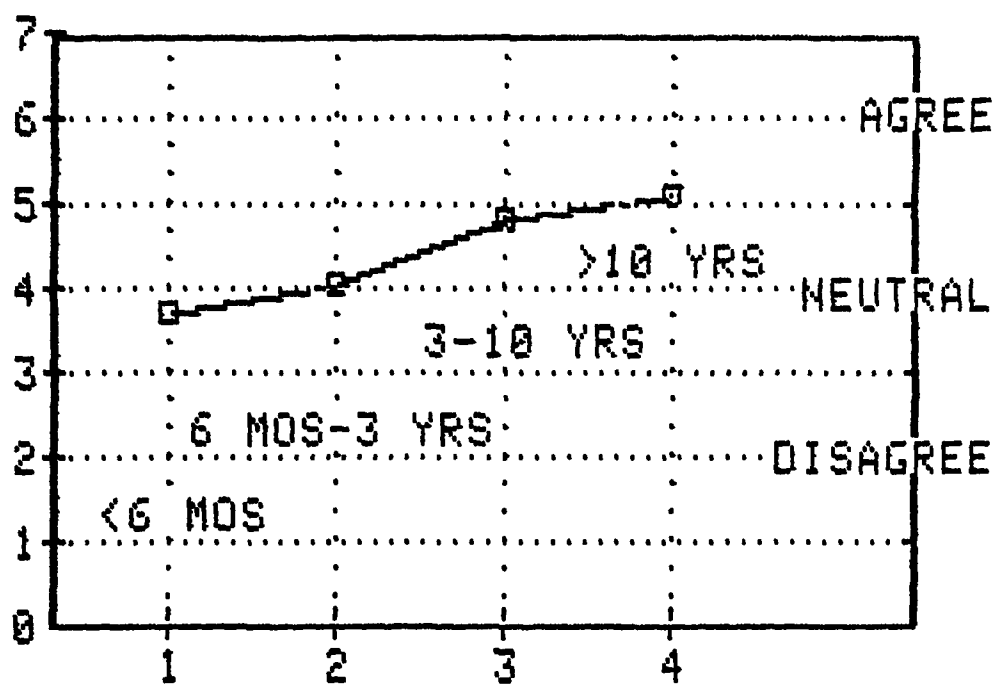
Age of respondent



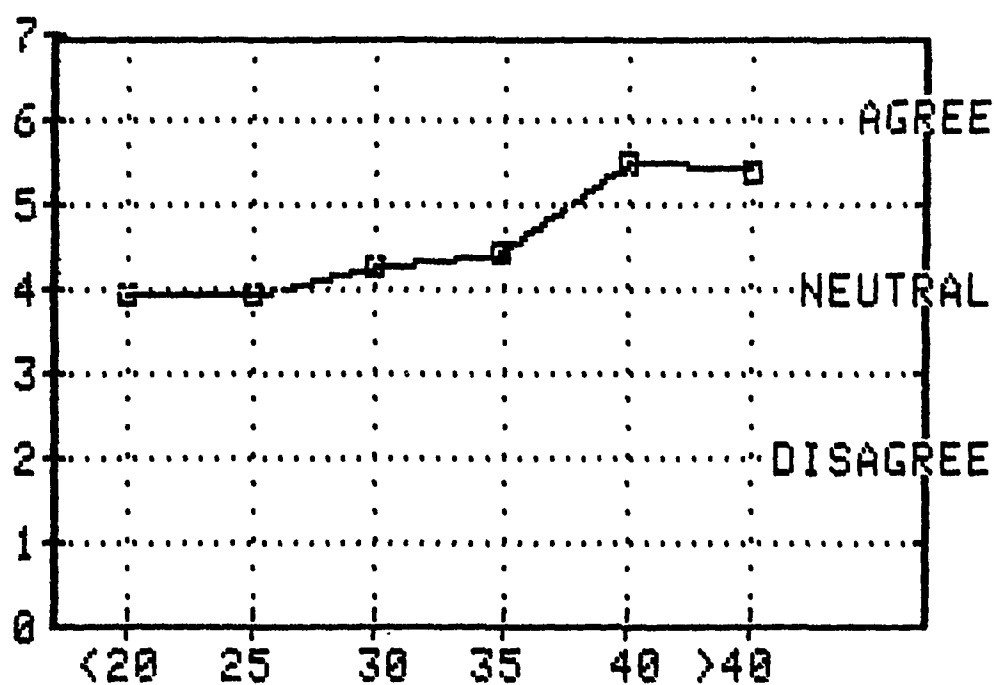
QUESTION 19 BY JOB CATEGORY



QUESTION 19 BREAKDOWN BY ANSWER TO  
"I HAVE SEEN A WOMAN CHAPLAIN?"



QUESTION 19 BY YEARS OF ARMY SERVICE



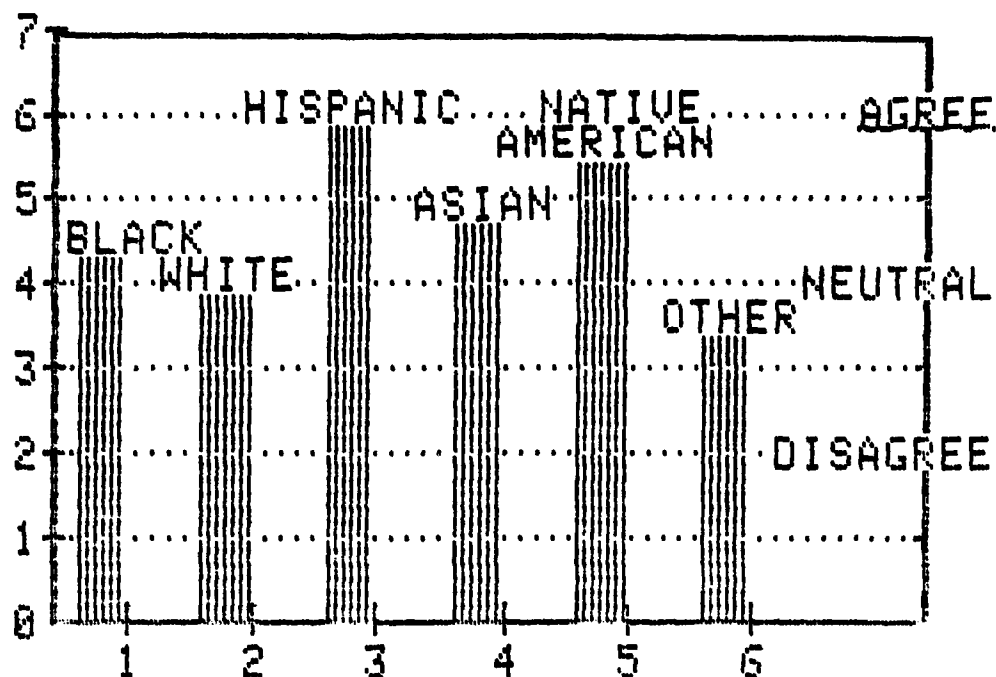
QUESTION 19 BY AGE OF RESPONDENT

20. Assignment practices are the same for men and women in the Chaplaincy.

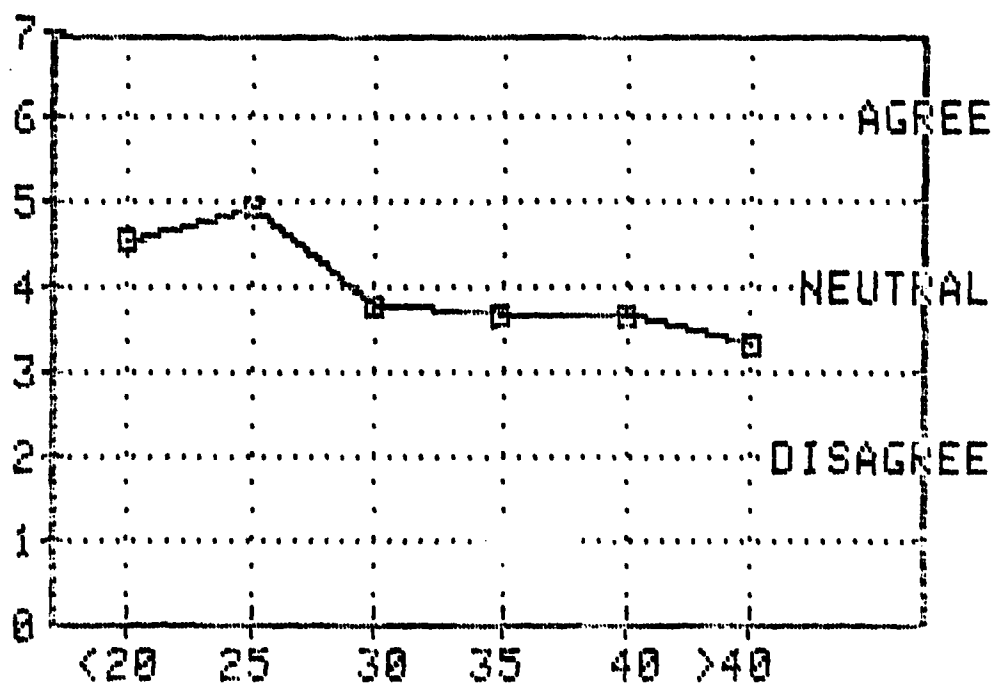
mean = 4.13    sd = 1.67    n = 160

The following differences were detected:

Race of respondent  
Age of respondent  
Religion of respondent



QUESTION 20 BY RACE OF RESPONDENT



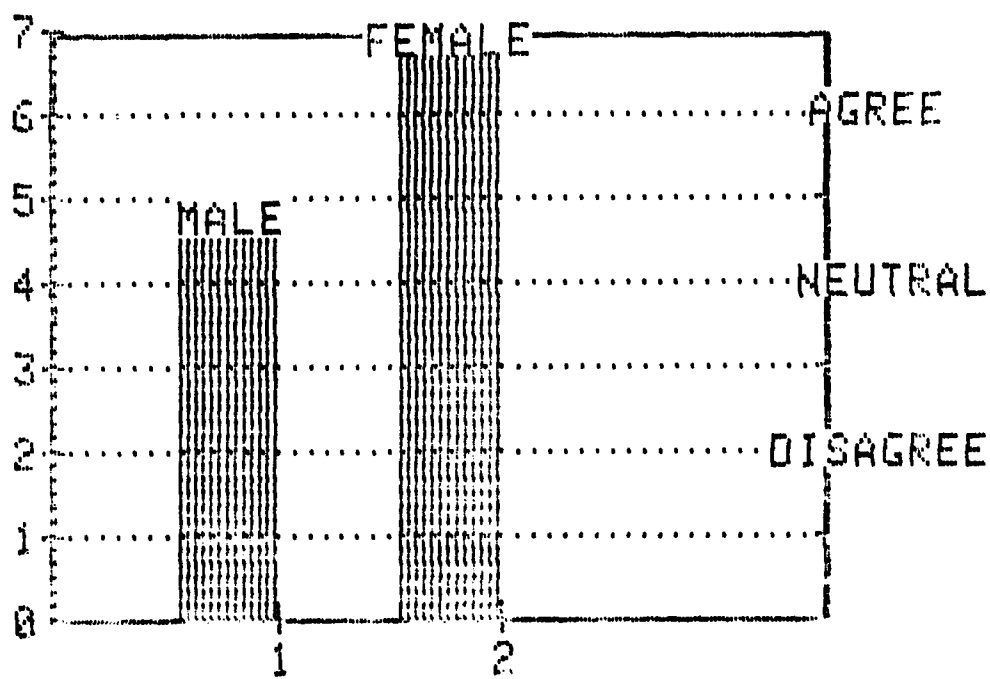
QUESTION 20 BY AGE OF RESPONDENT

21. I would go to a woman chaplain for counseling on a personal problem.

mean 4.82 sd = 1.93 n = 161

Differences detected among chaplains by sex.

CHAPLAINS ONLY

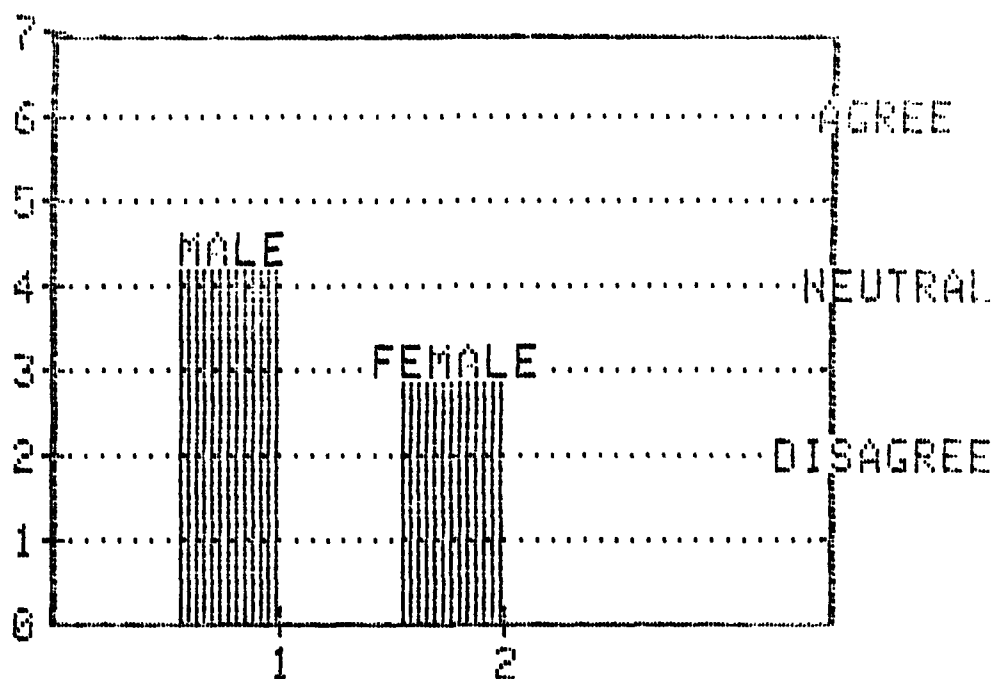


QUESTION 21 BY SEX OF RESPONDENT

22. Women chaplains receive special consideration in training.

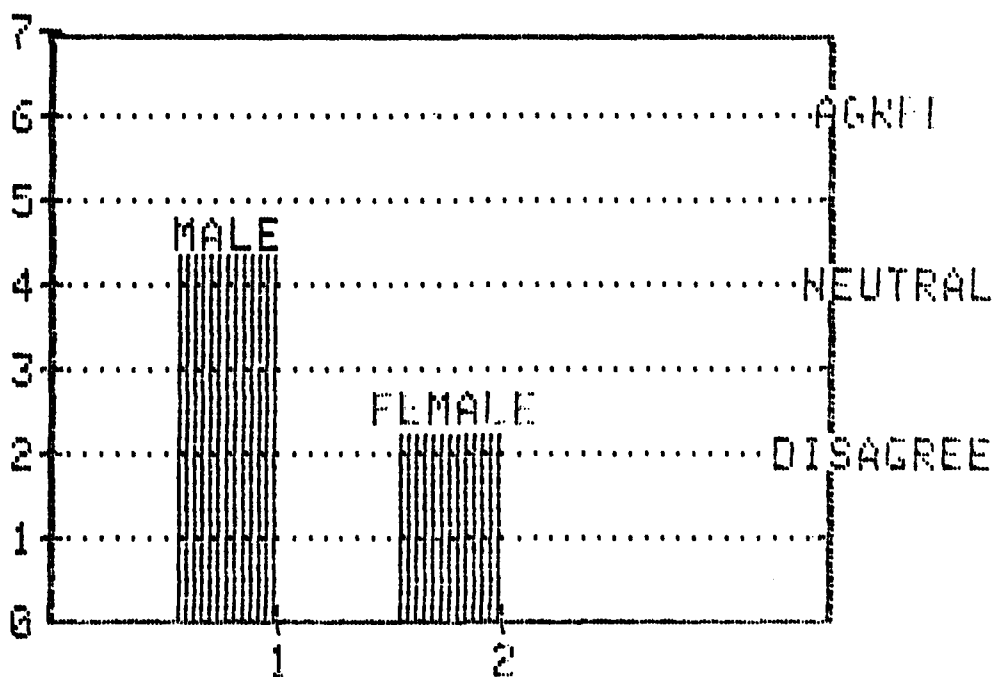
mean = 3.88   sd = 1.64   n = 160

Differences by sex of respondent overall and among chaplains.



QUESTION 22 BY SEX OF RESPONDENT

CHAPLAINS ONLY

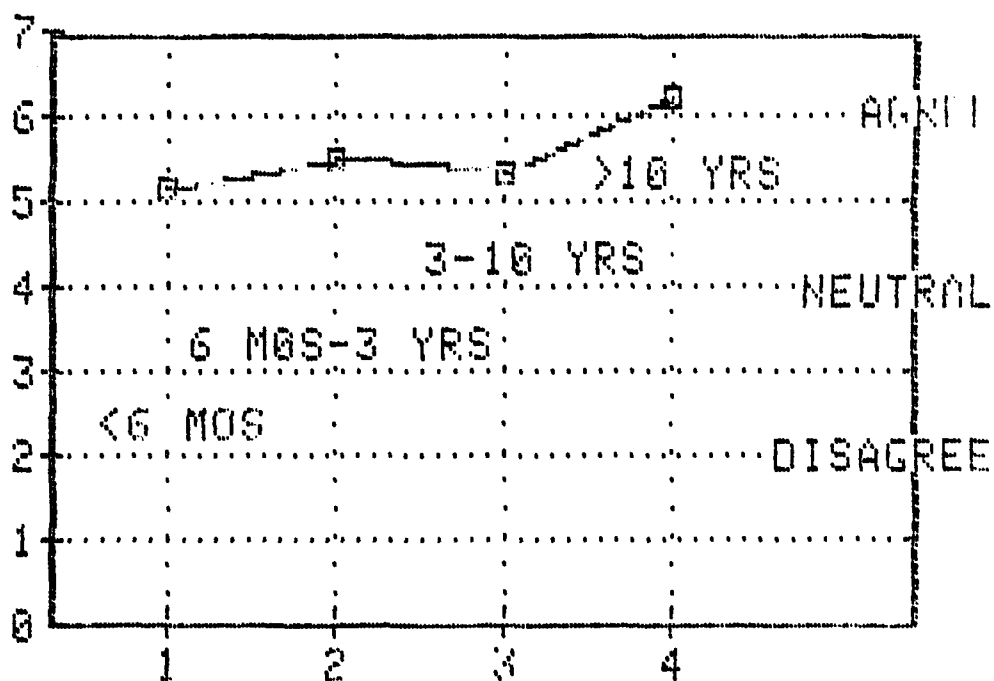


QUESTION 22 BY SEX OF RESPONDENT

23. I understand the role of the chaplain in the Army.

mean = 5.57   sd = 1.34   n = 161

Difference by years of Army service.



QUESTION 23 BY YEARS OF ARMY SERVICE

24. Women are effective as supervisors in the Army.

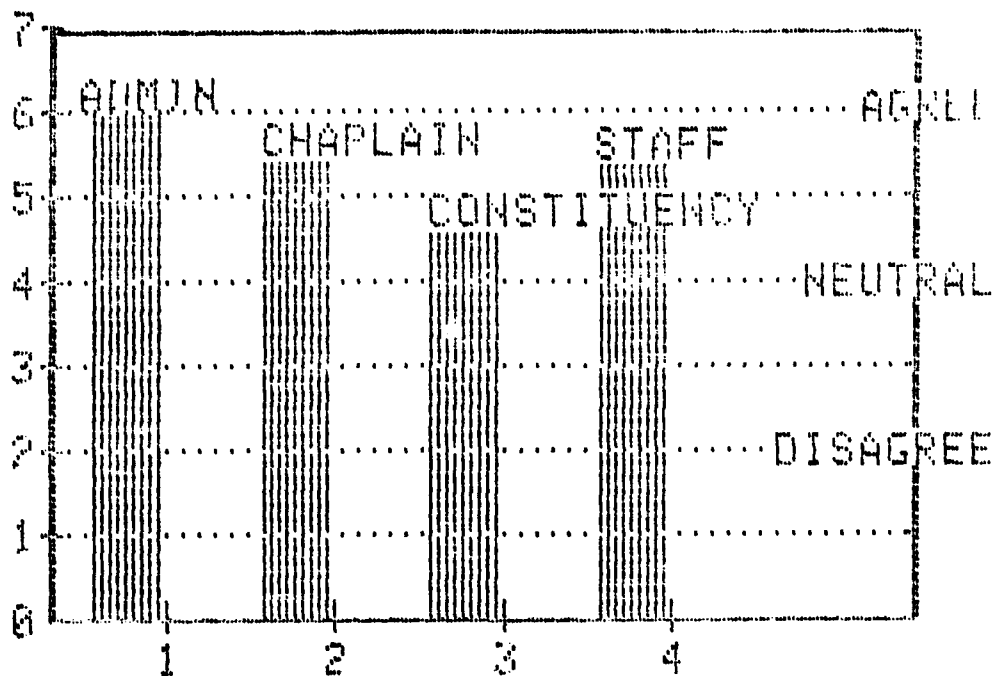
mean = 4.99    sd = 1.61    n = 160

Detected differences as follows:

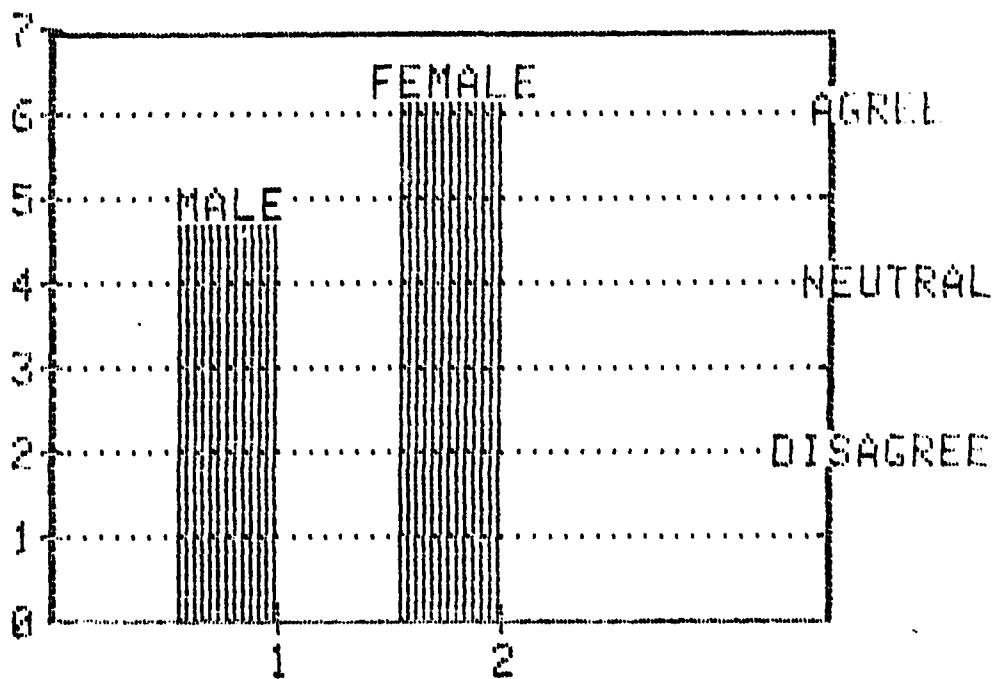
Job categories

Sex of respondents

Among chaplains by sex

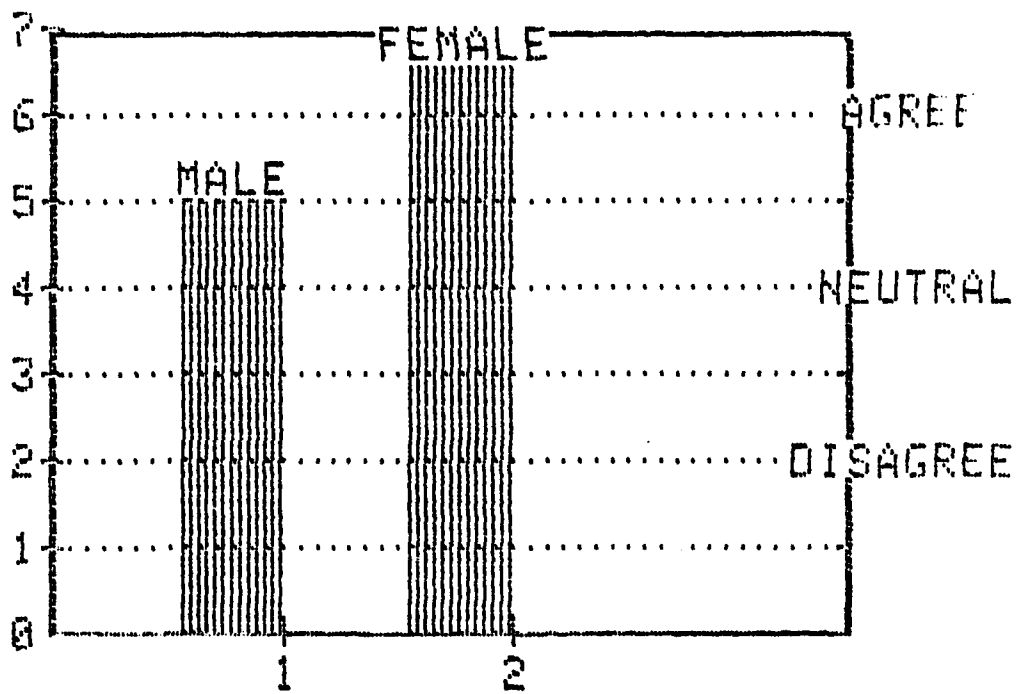


QUESTION 24 BY JOB CATEGORY



QUESTION 24 BY SEX OF RESPONDENT

CHAPLAINS ONLY



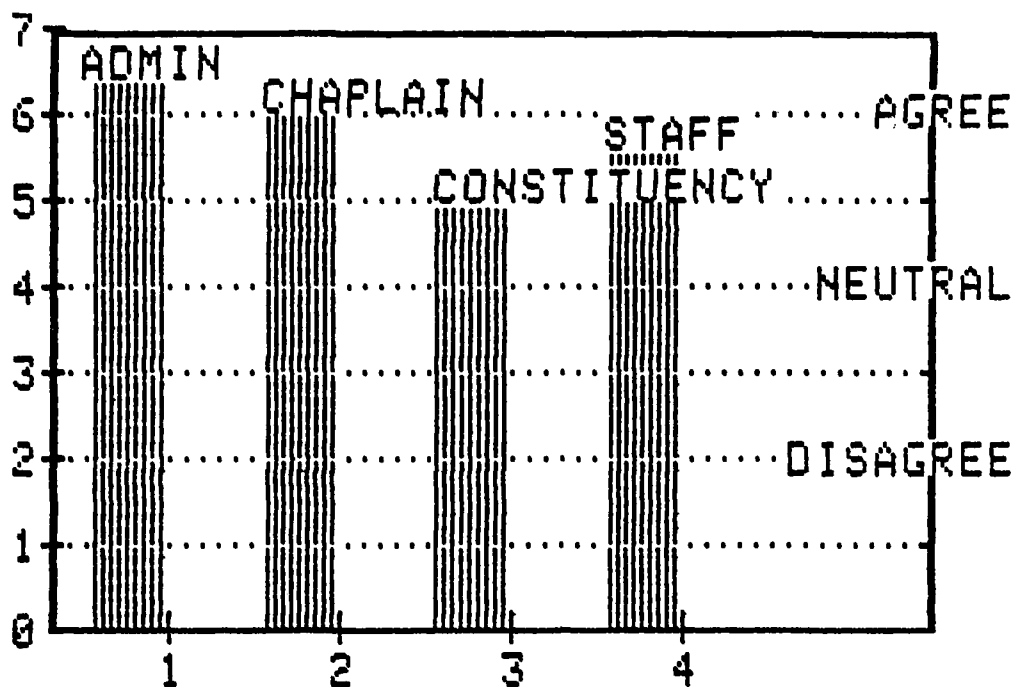
QUESTION 24 BY SEX OF RESPONDENT

25. Men and women are equally effective counselors.

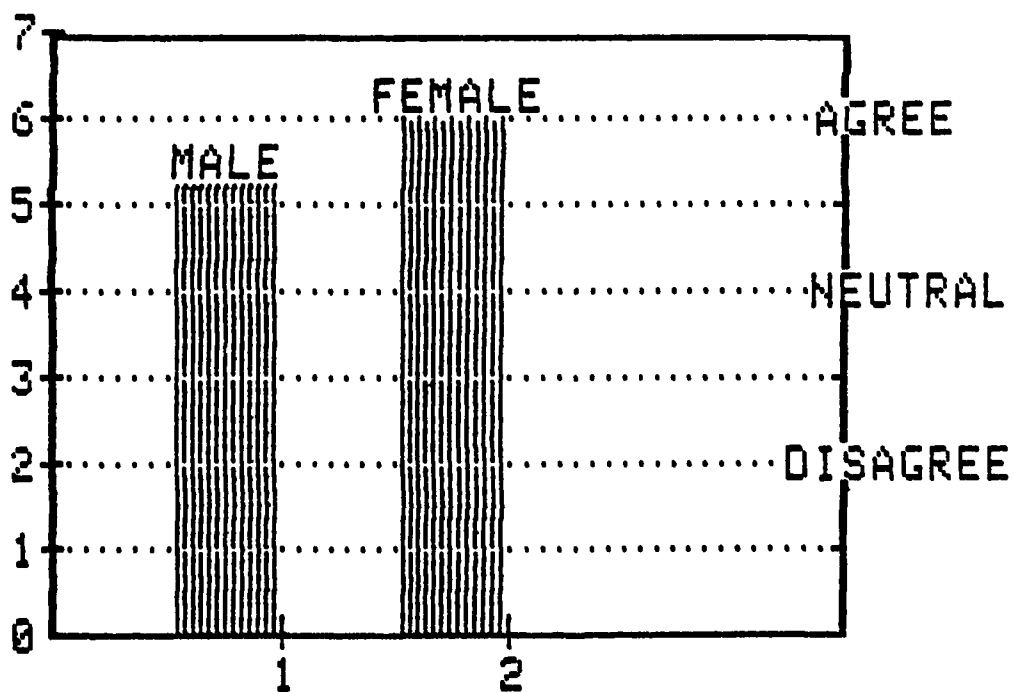
mean = 5.41    sd = 1.55    n = 160

Differences are as follows:

Job category  
Sex of respondent  
Chaplain by sex

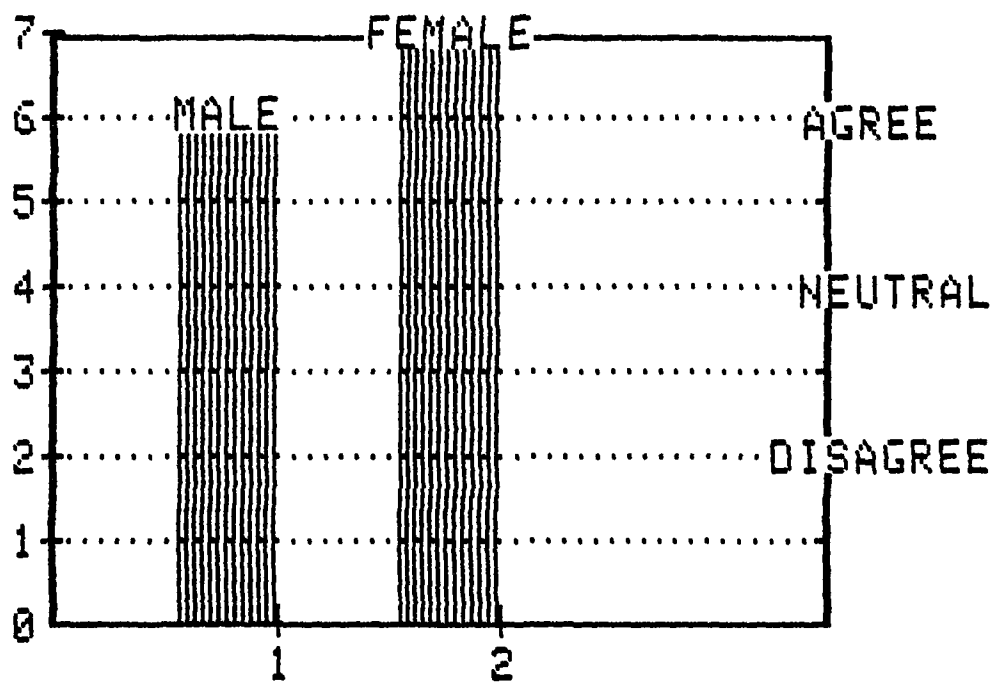


QUESTION 25 BY JOB CATEGORY



QUESTION 25 BY SEX OF RESPONDENT

CHAPLAINS ONLY



QUESTION 25 BY SEX OF RESPONDENT

26. I believe Army recruitment materials are effective in recruiting chaplains.

mean = 4.14    sd = 1.37    n = 159

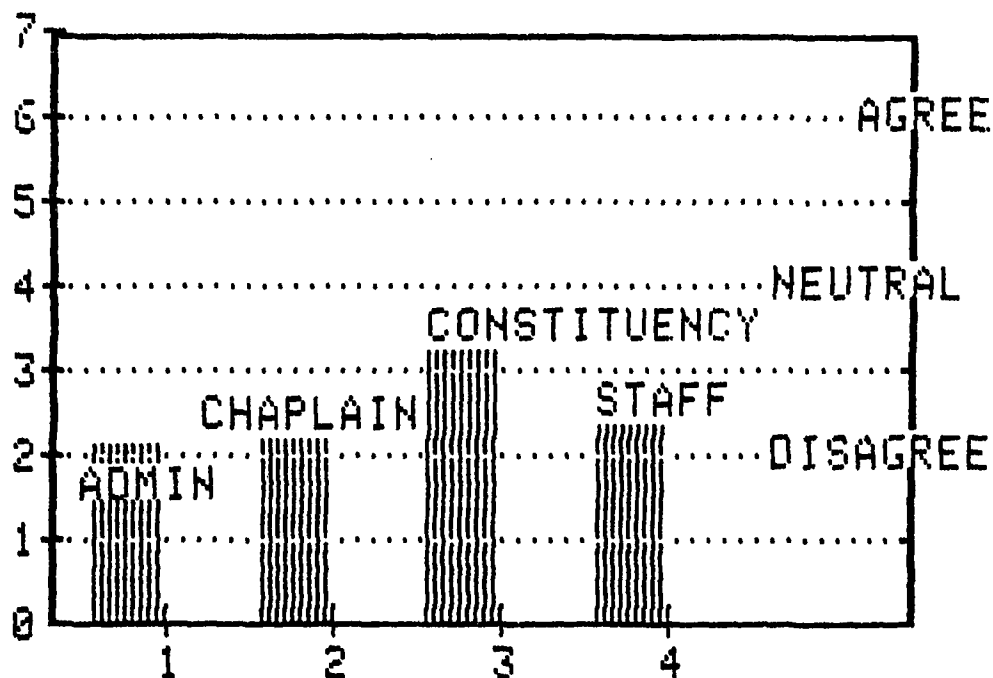
The average was neutral and no differences were detected.

27. Everyone knows what the chaplain's duties are.

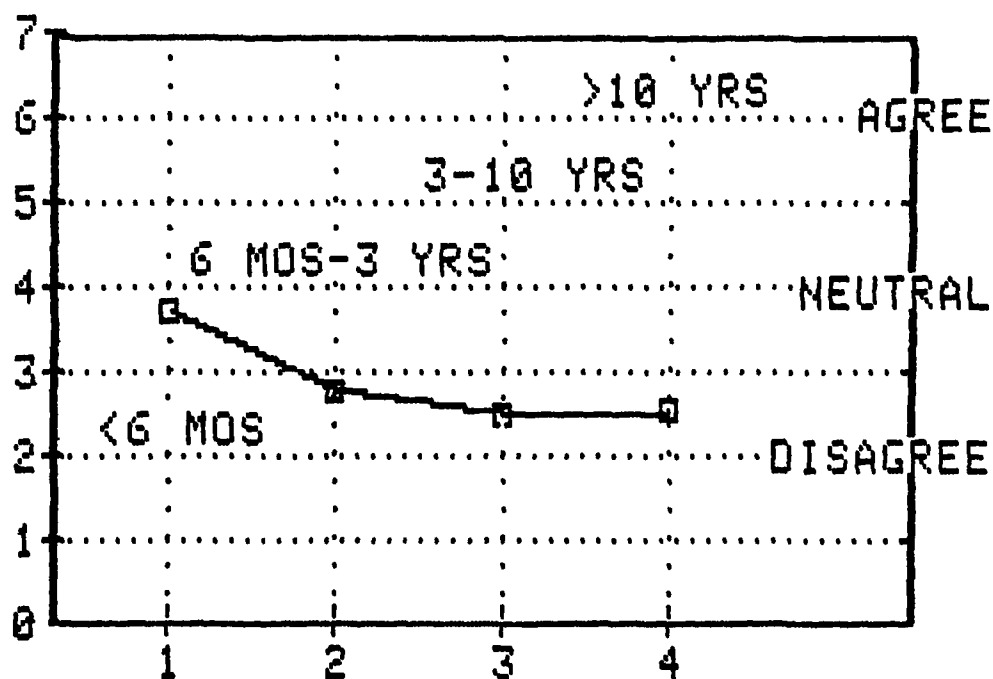
mean = 2.81    sd = 1.64    n = 161

Differences as follows:

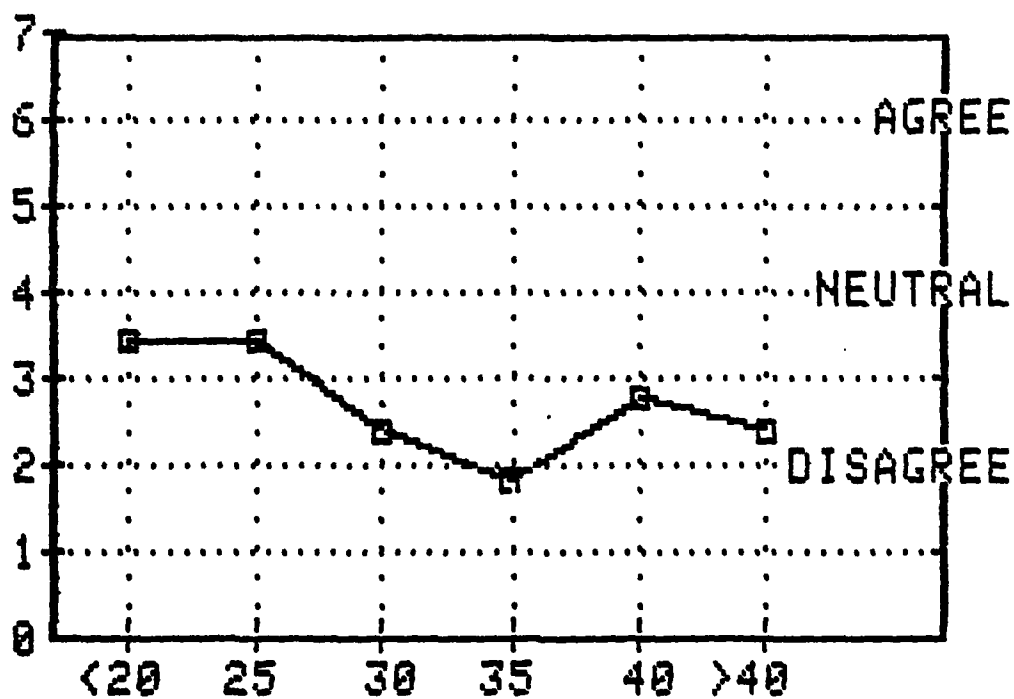
Job category  
Years of Army service  
Age of respondent



QUESTION 27 BY JOB CATEGORY



QUESTION 27 BY YEARS OF ARMY SERVICE



QUESTION 27 BY AGE OF RESPONDENT

28. Women chaplains should be assigned to units which will be in combat.

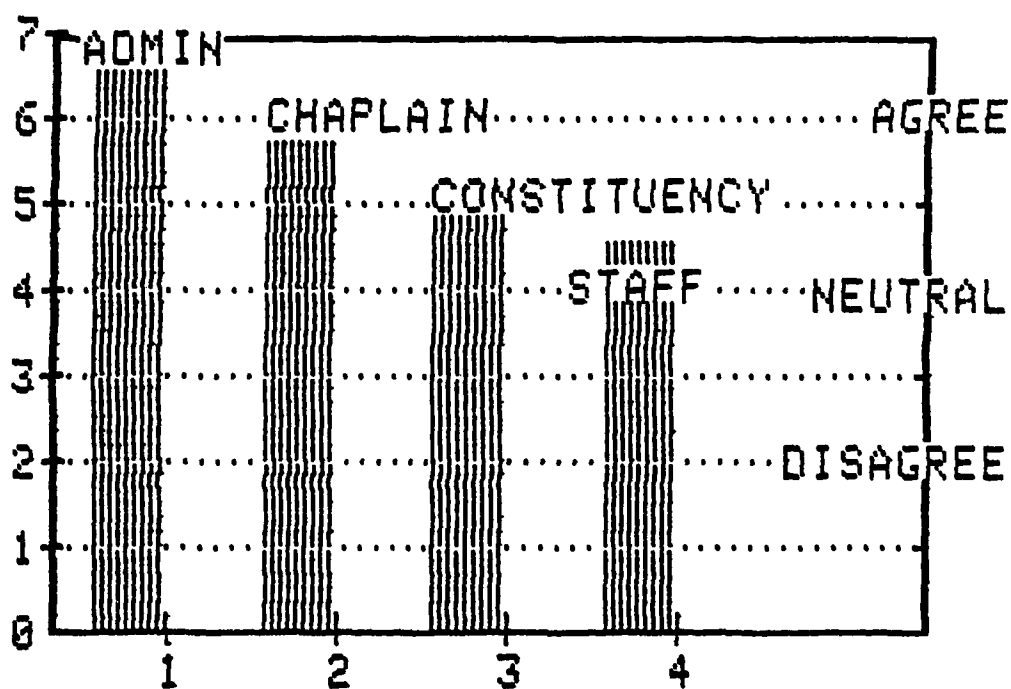
mean = 3.61    sd = 2.11    n = 161

The average response disagreed. No differences were detected.

29. Women should be chaplains.

mean = 5.18    sd = 1.85    n = 160

Differences were detected by job category.



QUESTION 29 BY JOB CATEGORY

30. It is important to have as many denominations as possible represented at every installation.

mean = 5.44    sd = 1.48    n = 160

There was general agreement but no detected differences.

31. Women can understand the Army way of life.

mean = 5.40    sd = 1.58    n = 160

Differences as follows:

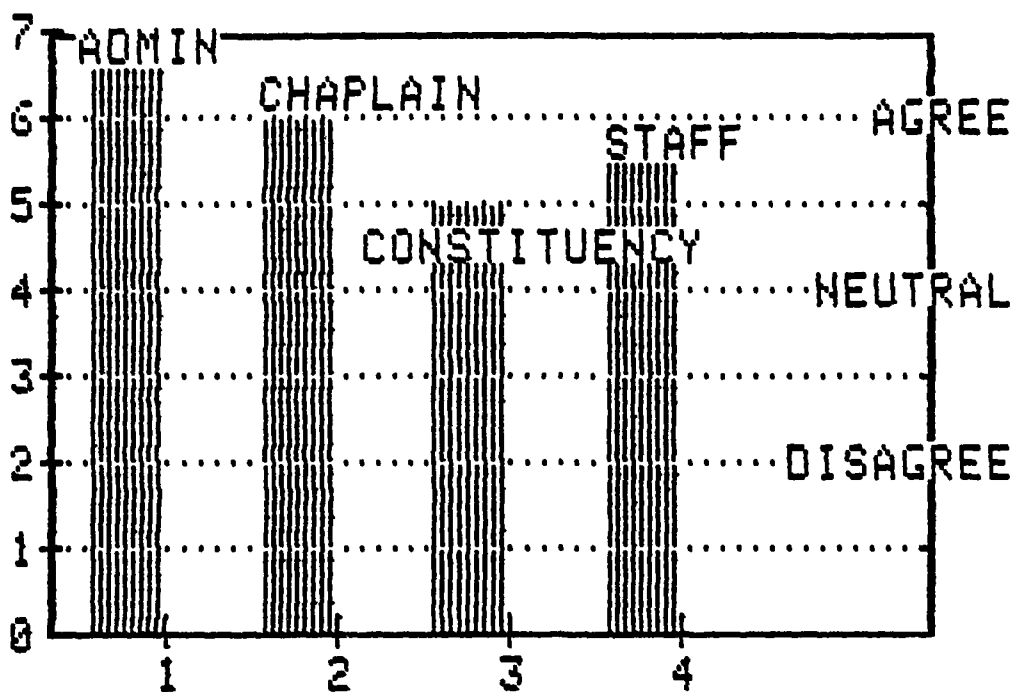
Job category

Sex of respondent

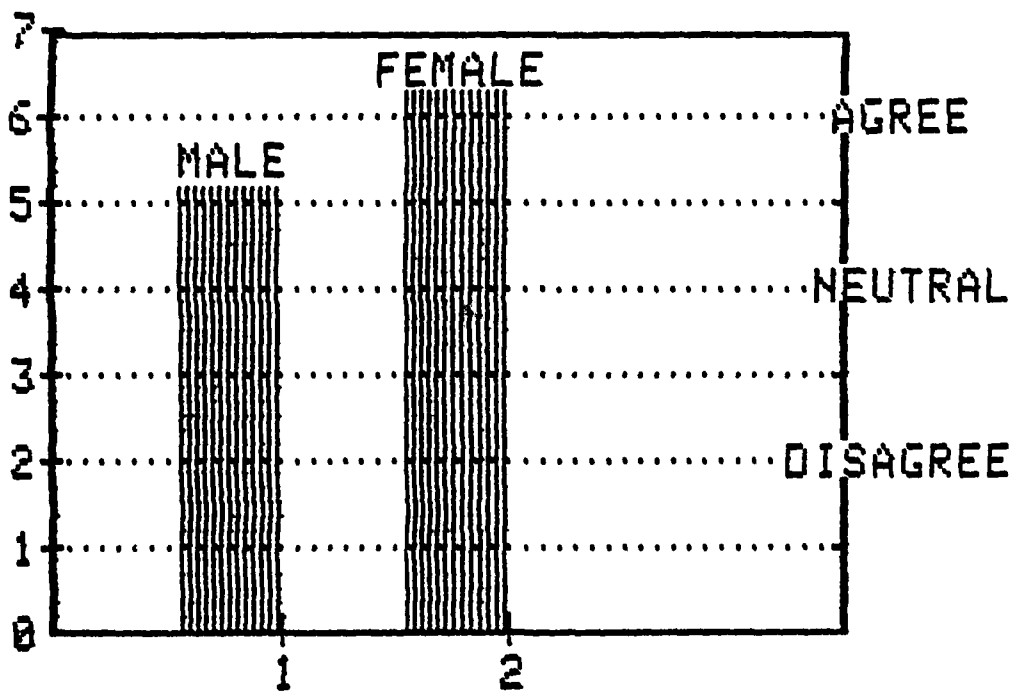
Person reports having seen a women chaplain

Chaplains by sex

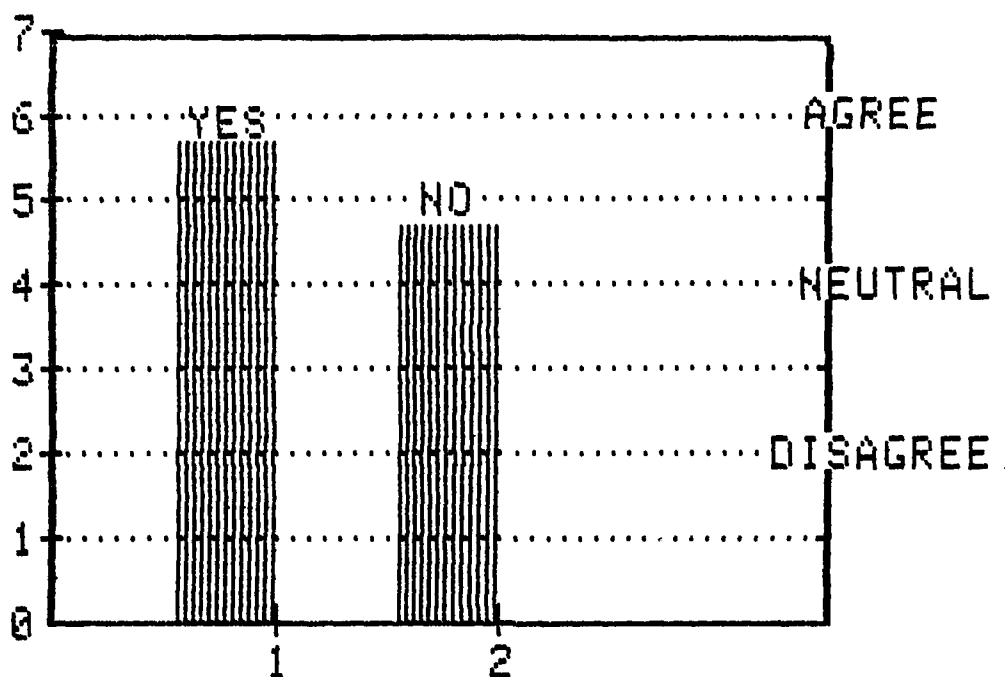
Age of respondent



QUESTION 31 BY JOB CATEGORY

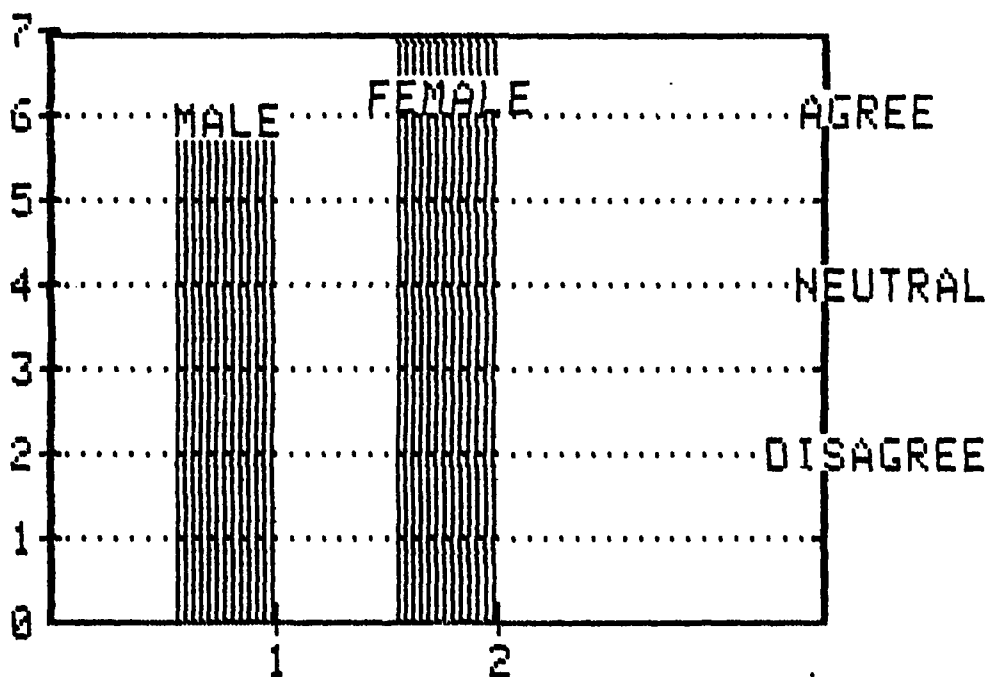


QUESTION 31 BY SEX OF RESPONDENT

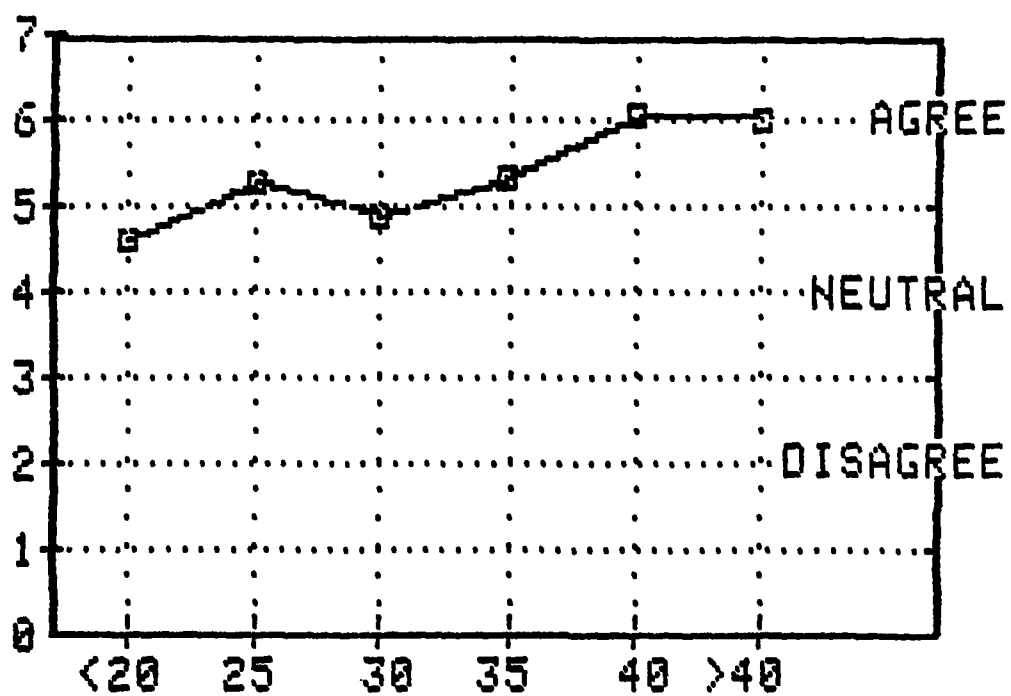


QUESTION 31 BREAKDOWN BY ANSWER TO  
"I HAVE SEEN A WOMAN CHAPLAIN?"

CHAPLAINS ONLY



QUESTION 31 BY SEX OF RESPONDENT



QUESTION 31 BY AGE OF RESPONDENT

32. Women chaplains receive special consideration in training.

mean = 3.99 sd = 1.54 n = 159

Responses were generally neutral and no differences reported.

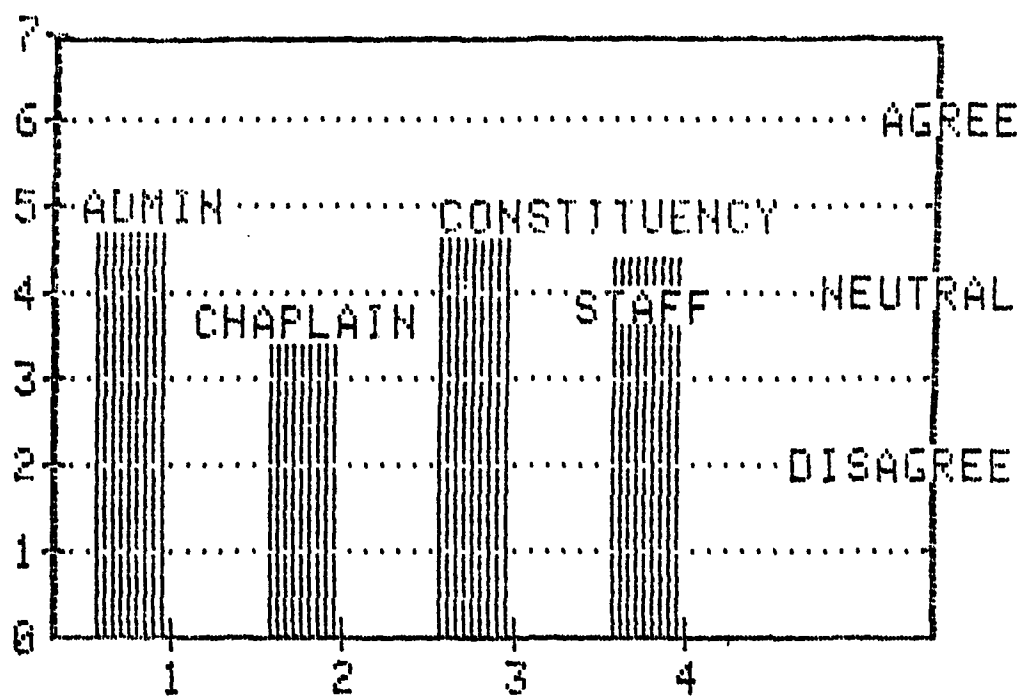
33. Men and women chaplains are respected equally.

mean = 4.24 sd = 1.88 n = 1600

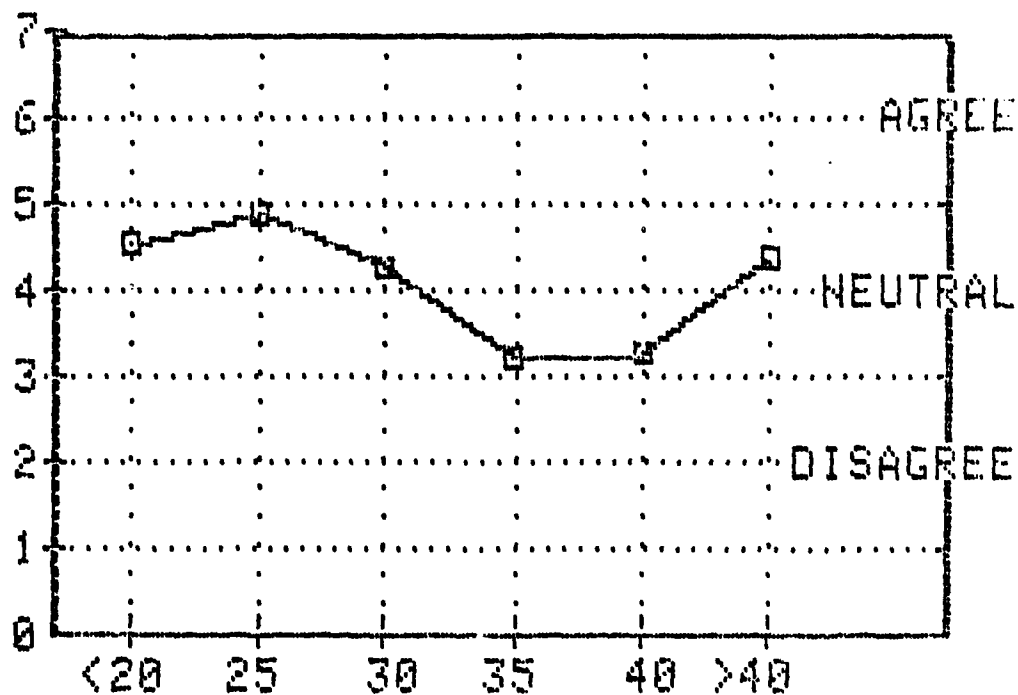
Detected differences are:

Job category

Age of respondent



QUESTION 33 BY JOB CATEGORY



QUESTION 33 BY AGE OF RESPONDENT

34. Men chaplains receive special consideration in training.

mean = 3.82   sd = 1.55   n = 160

The average was on the disagreement side and no differences detected.

35. Men and women chaplains are assigned the same duties.

mean = 4.52   sd = 1.65   n = 161

The mean on this question was slightly above neutral. No differences were noted.

36. In the Army, most men prefer to have a male supervisor.

mean = 5.68   sd = 1.36   n = 160

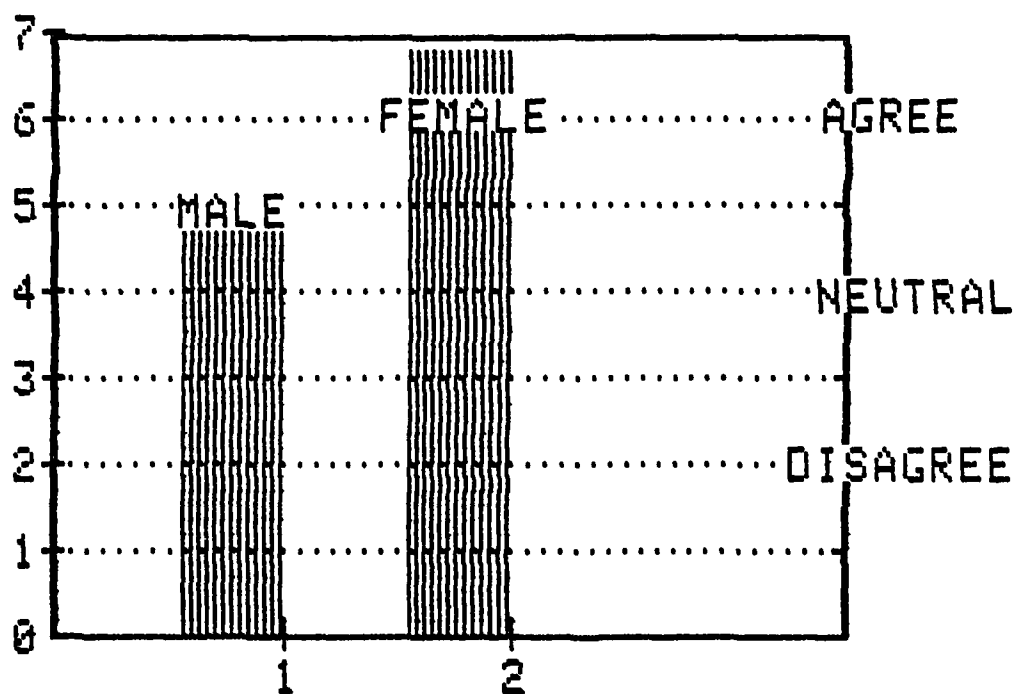
There is general agreement with this statement. Differences were not detected.

37. I would go to a woman chaplain for spiritual guidance.

mean = 4.97   sd = 1.76   n = 160

Difference by sex of chaplain respondent.

CHAPLAINS ONLY



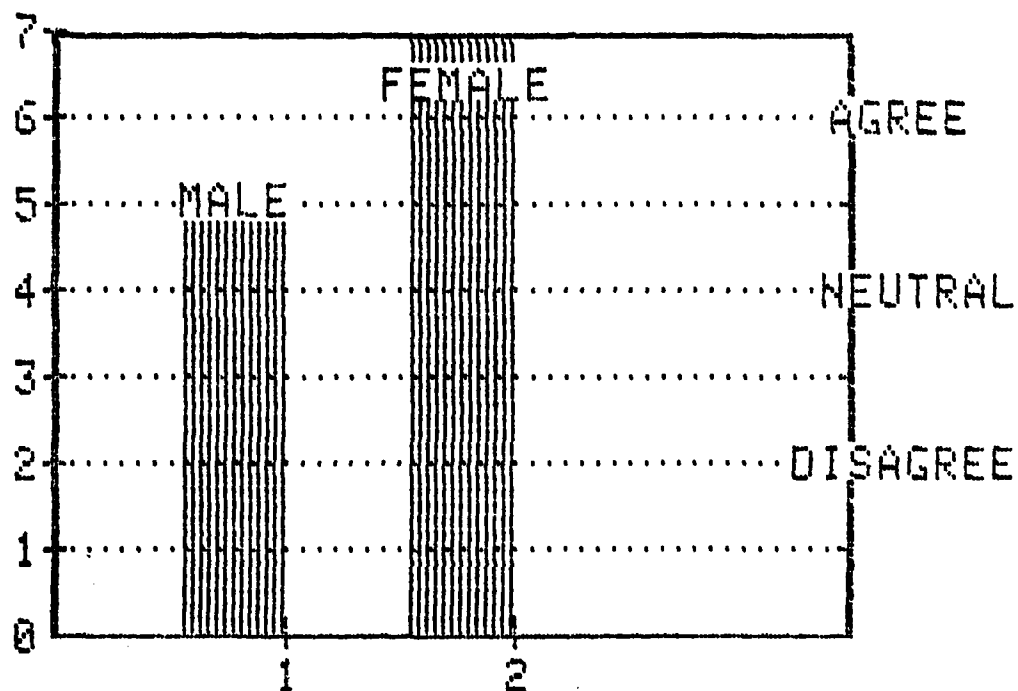
QUESTION 37 BY SEX OF RESPONDENT

38. I feel the Army should recruit more women as chaplains.

mean = 4.82   sd = 1.82   n = 159

Difference by sex of chaplain.

CHAPLAIN ONLY



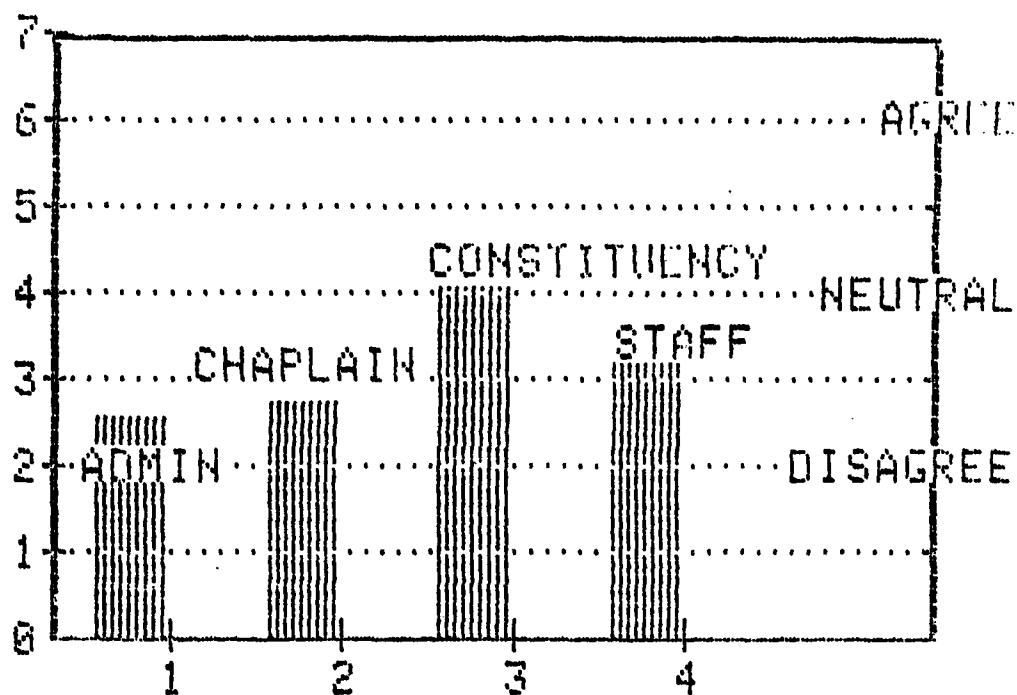
QUESTION 38 BY SEX OF RESPONDENT

39. Men make better supervisors than women do.

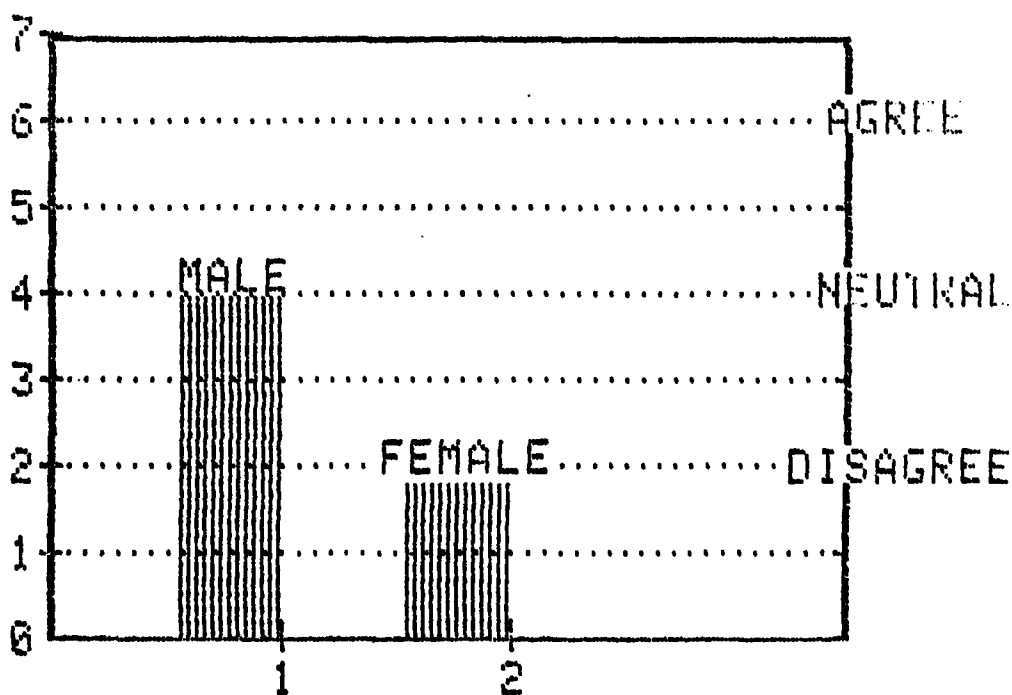
mean = 3.50    sd = 1.88    n = 159

Detected differences as follows:

Job categories  
Sex of respondents  
Chaplains by sex

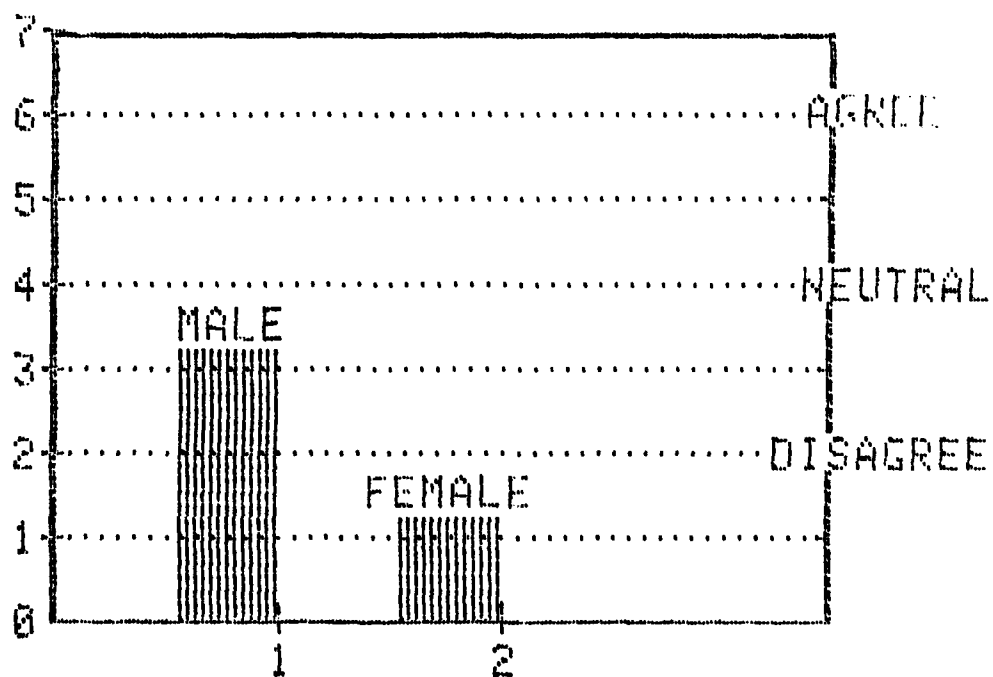


QUESTION 39 BY JOB CATEGORY



QUESTION 39 BY SEX OF RESPONDENT

CHAPLAINS ONLY



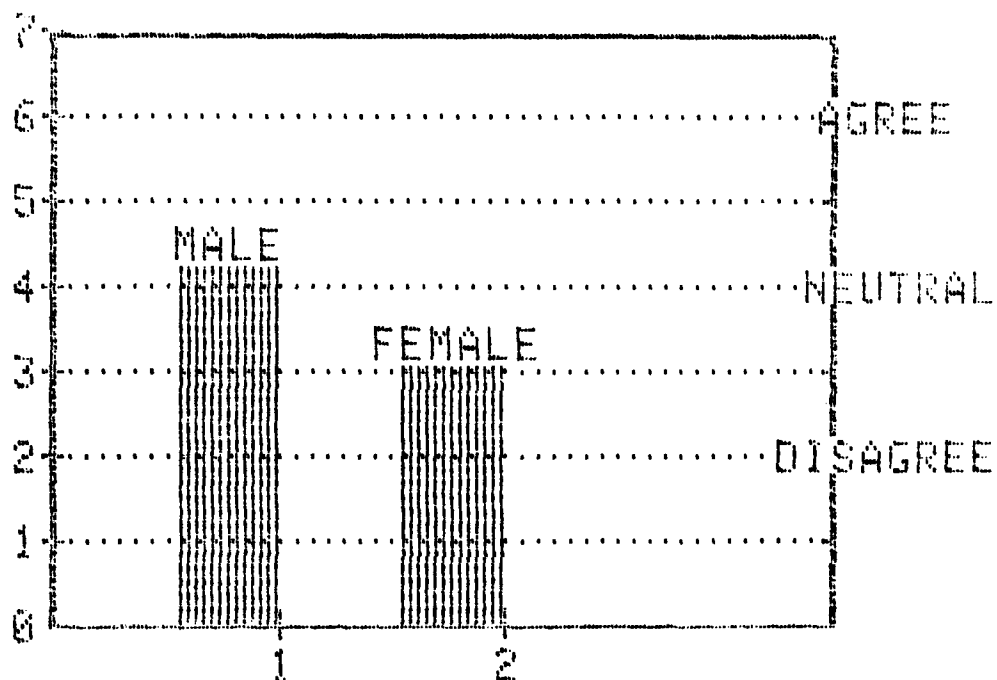
QUESTION 39 BY SEX OF RESPONDENT

40. Assigning women chaplains to a combat unit would negatively effect combat readiness.

mean = 3.99    sd = 1.93    n = 160

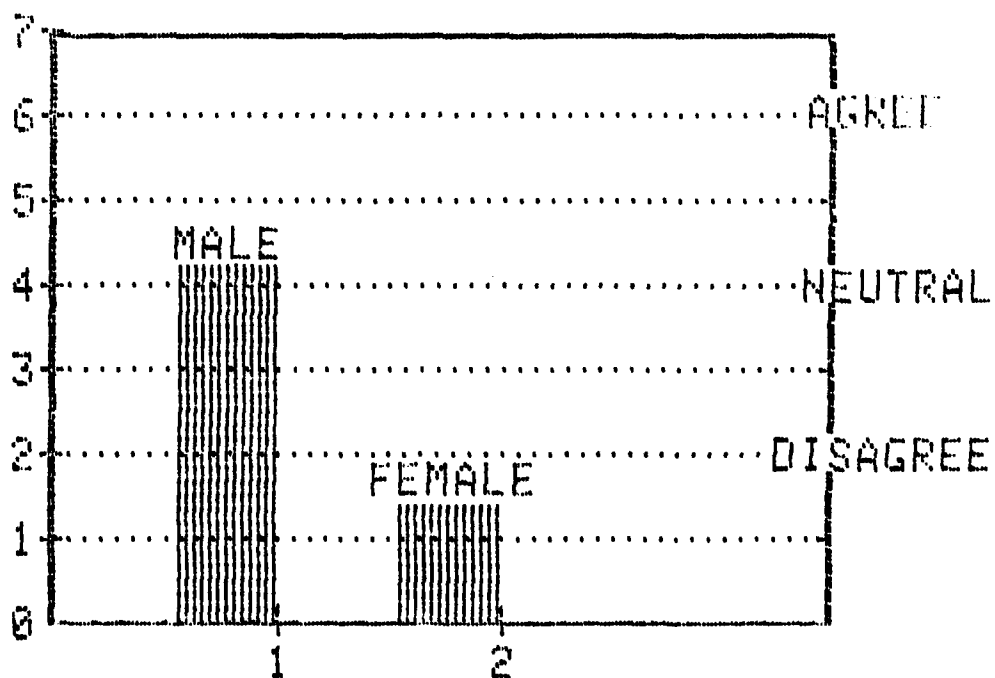
Differences as follows:

Sex of respondent  
Chaplain by sex  
Region considered home

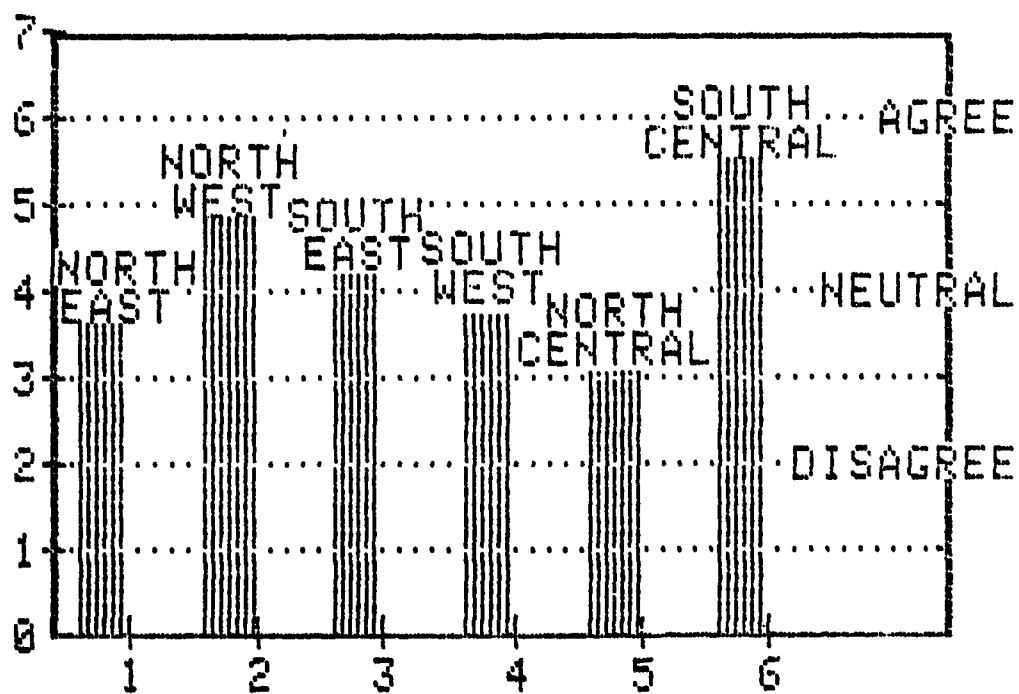


QUESTION 40 BY SEX OF RESPONDENT

CHAPLAINS ONLY



QUESTION 40 BY SEX OF RESPONDENT



QUESTION 40 BY HOME REGION OF THE  
COUNTRY FOR EACH RESPONDENT

41. Chaplains are accepted as part of the Army team.

mean = 5.51    sd = 1.25    n = 160

The endorsement of this statement was general. No differences were noted.

42. Nondenominational religious services would fulfill my religious needs.

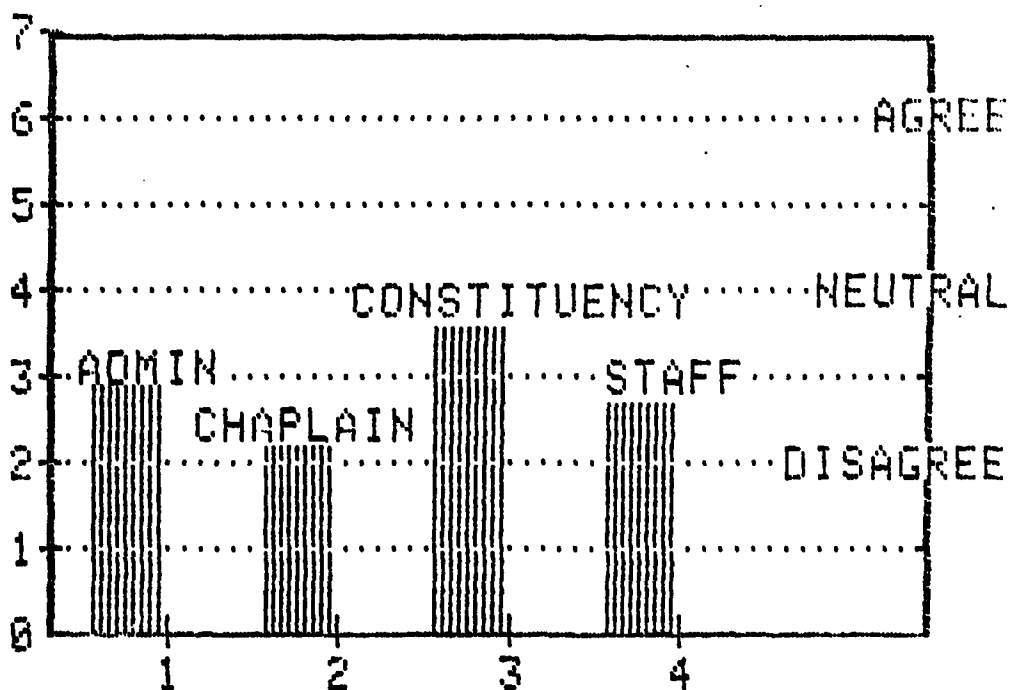
mean = 4.09    sd = 1.84    n = 159

There is a difference on this statement by religion. The difference was not graphed. The general reaction was neutral.

43. Women make better chaplains than men do.

mean = 2.97    sd = 1.44    n = 158

There is a difference by job category.



QUESTION 43 BY JOB CATEGORY

44. Men chaplains receive special consideration in assignments.

mean = 3.55    sd = 1.42    n = 158

This statement was disagreed with and no differences were detected.

45. The role of the chaplain is divided between religious and non-religious duties.

mean = 4.74    sd = 1.52    n = 159

The responses were a little above neutral. No difference was noted.

46. Training in the chaplaincy could be improved.

mean = 5.31    sd = 1.30    n = 159

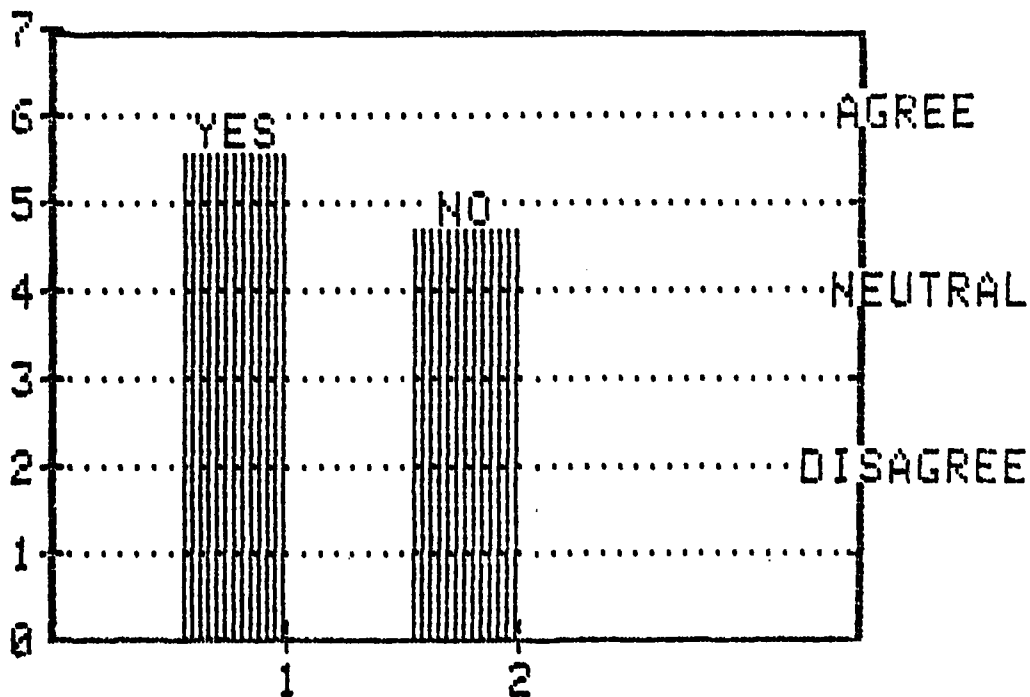
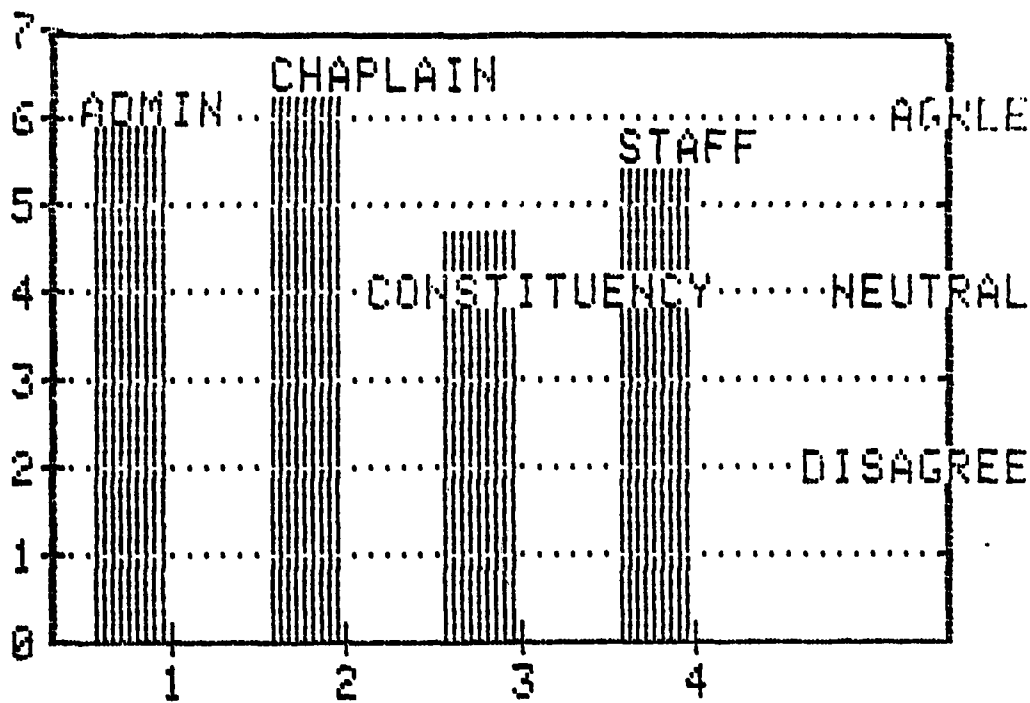
Differences as follows:

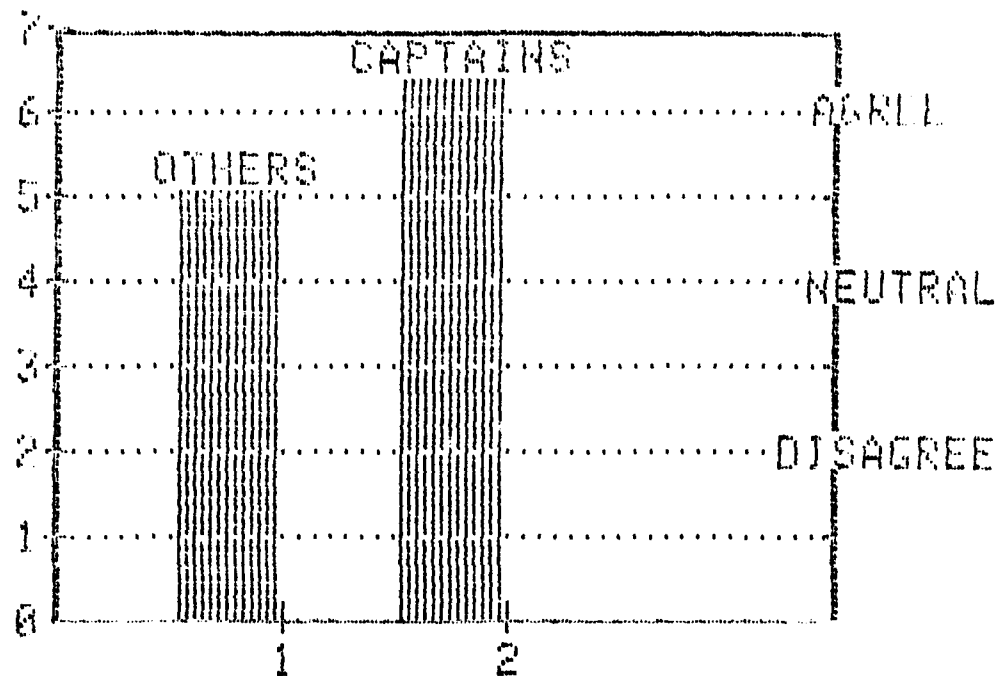
Job category

Respondent reported having seen a women chaplain

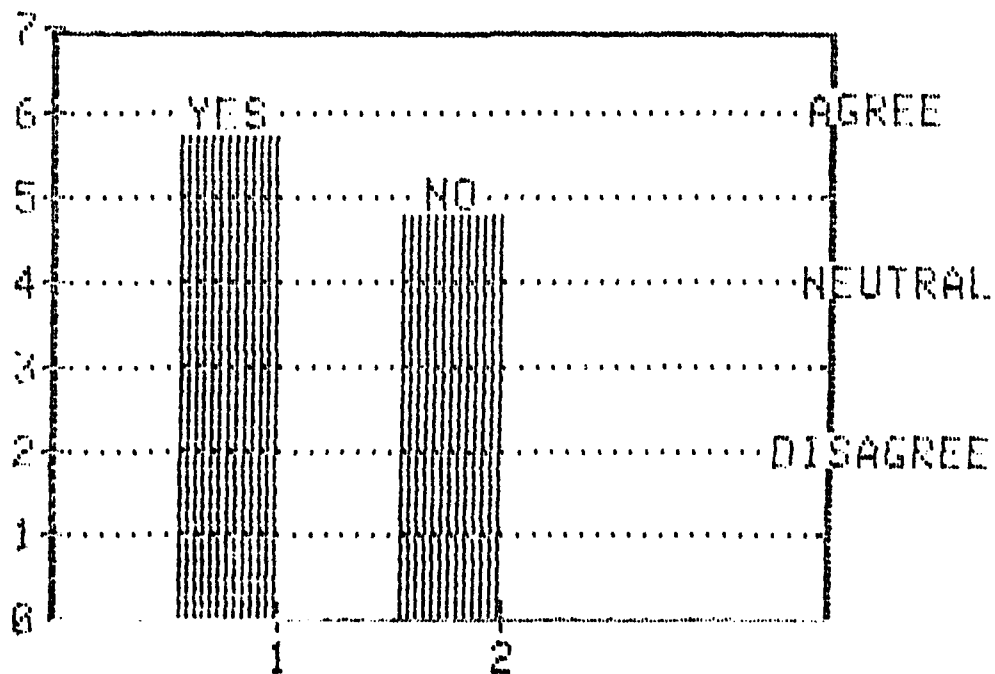
Captains versus all other groups

Respondent reports having associated with a woman chaplain





QUESTION 46 BREAKDOWN BY CAPTAINS  
VERSUS ALL OTHER GROUPS IN STUDY



QUESTION 46 BREAKDOWN BY ANSWER TO  
"I HAVE BEEN ASSOCIATED WITH A WOMAN  
CHAPLAIN"

47. Only a chaplain can provide personal counseling.

mean = 2.51   sd = 1.63   n = 158

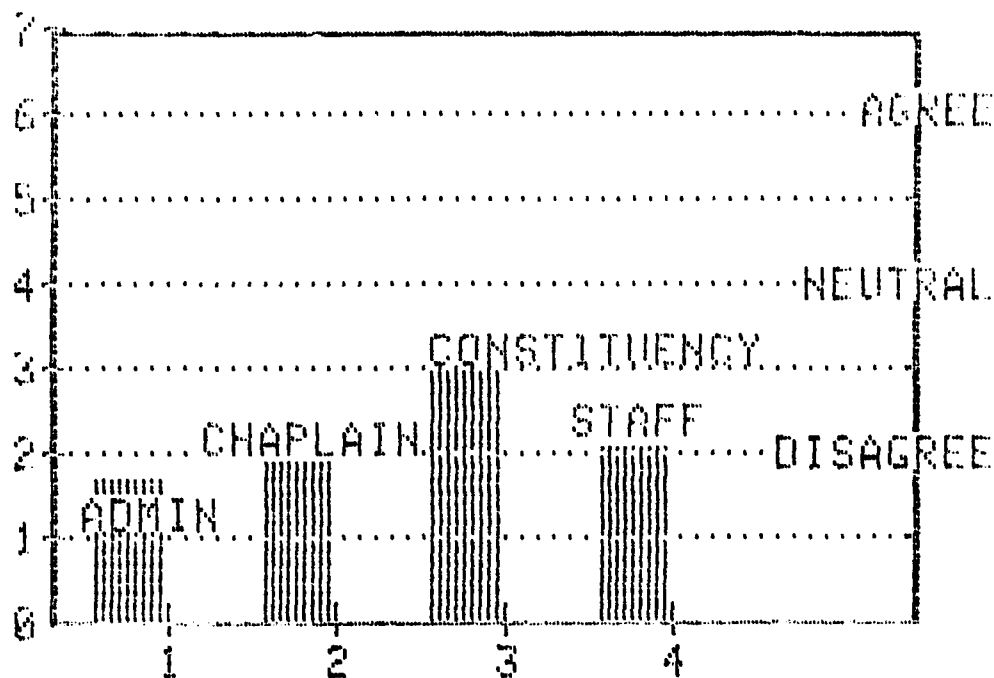
Differences as listed:

Job category

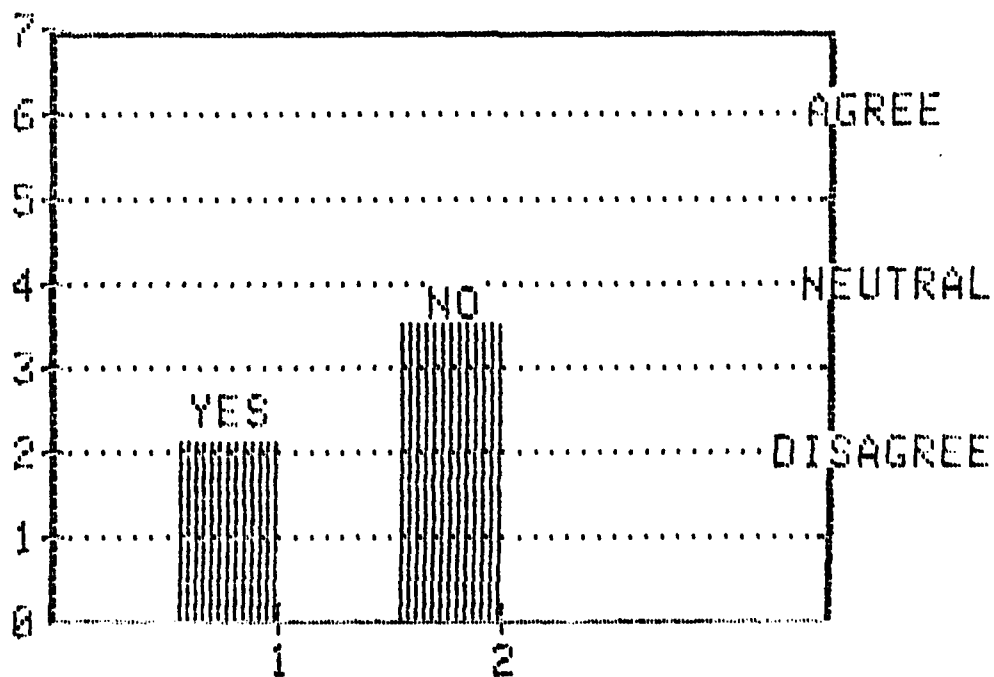
Reported having seen a women chaplain

Years of Army service

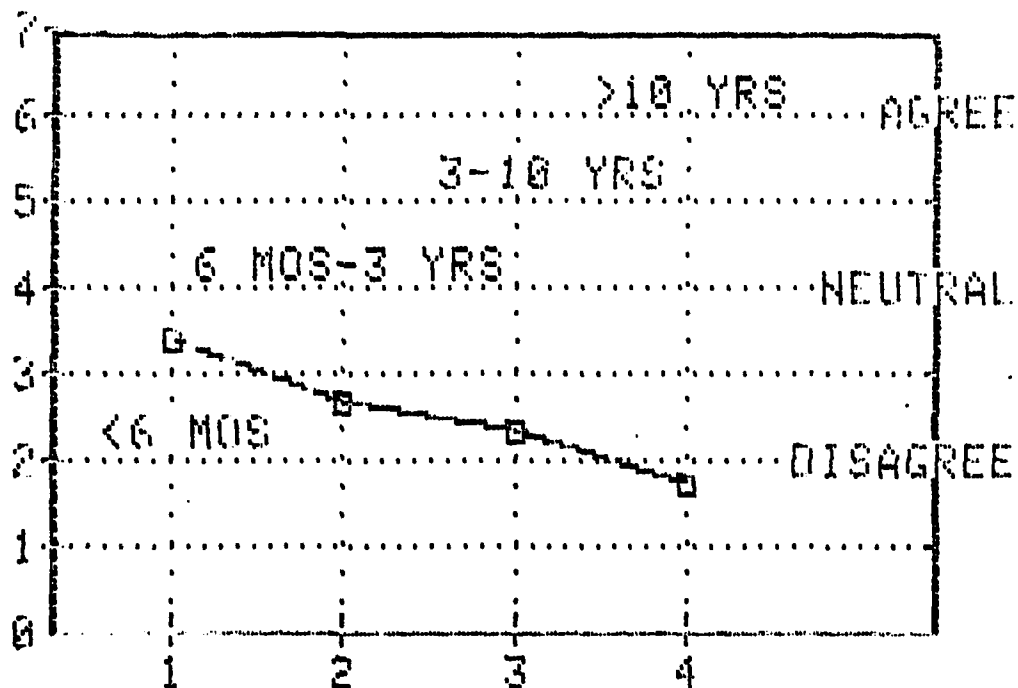
Age of respondent



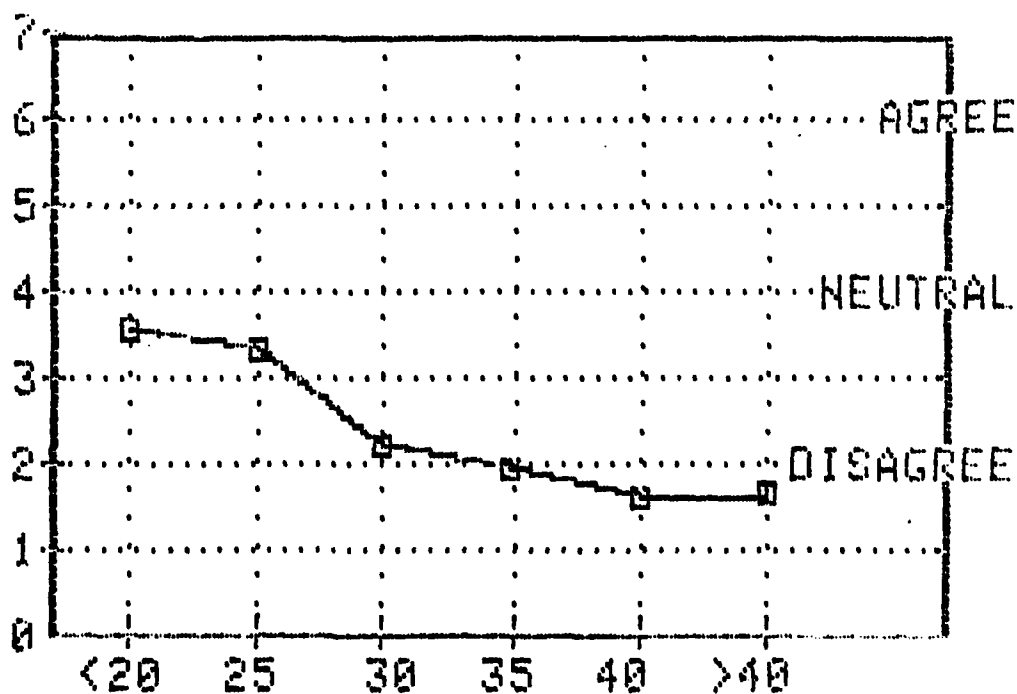
QUESTION 47 BY JOB CATEGORY



QUESTION 47 BREAKDOWN BY ANSWER TO  
"I HAVE SEEN A WOMAN CHAPLAIN?"



QUESTION 47 BY YEARS OF ARMY SERVICE



QUESTION 47 BY AGE OF RESPONDENT

48. Women receive special consideration in the Army.

mean = 3.08 sd = 1.95 n = 157

There was general disagreement with this statement. No differences detected.

49. Denominational balance is necessary to fulfill the role of the chaplaincy.

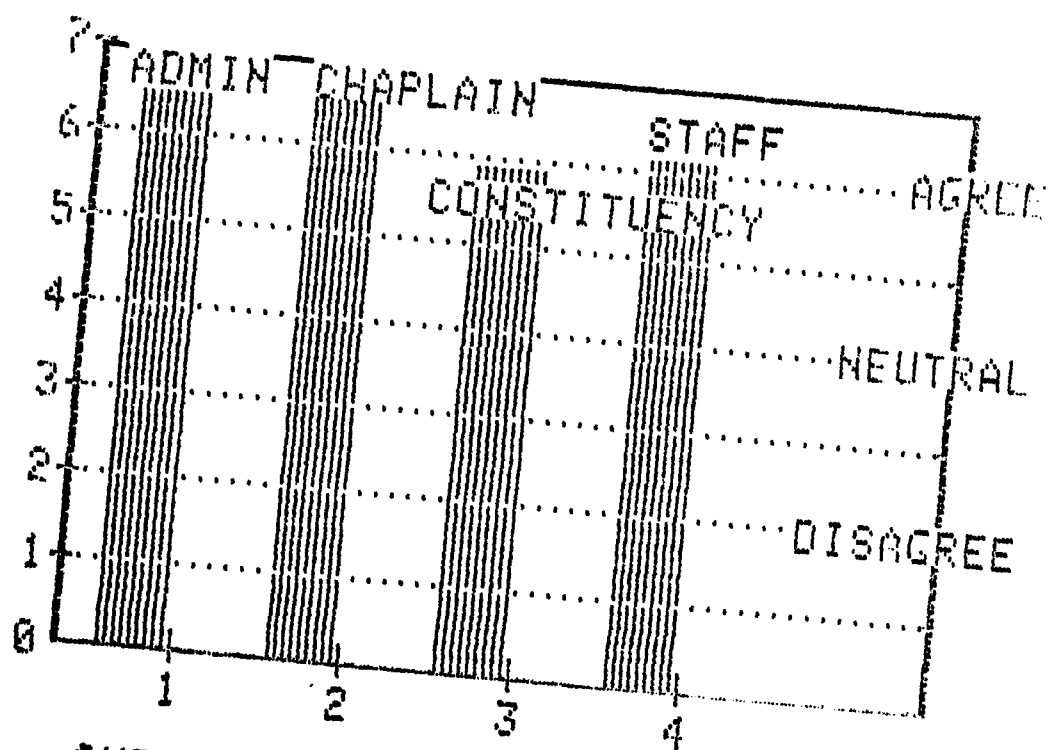
mean = 4.98 sd = 1.52 n = 158

The respondents agreed with this statement. No differences noted.

50. Chaplains are an important part of the Army team.

mean = 6.16 sd = 0.99 n = 160

Job category differences detected.



QUESTION 50 BY JOB CATEGORY

51. Women make better supervisors than men do.

mean = 3.00    sd = 1.51    n = 159

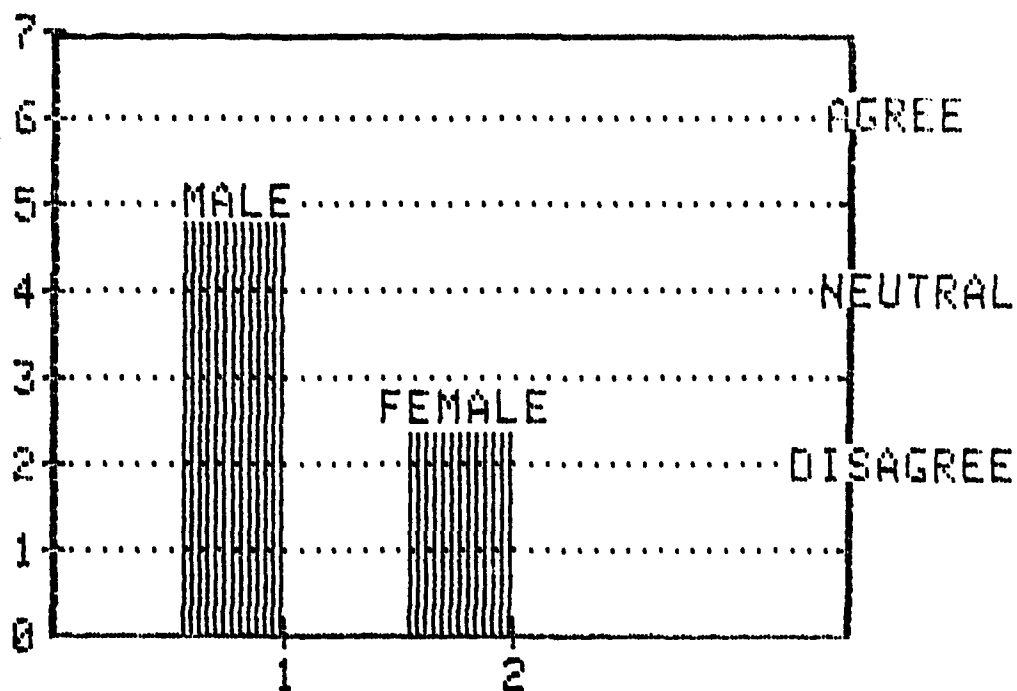
This statement was disagreed with and no differences detected.

52. In the Army, most soldiers prefer to visit a male chaplain.

mean = 4.57    sd = 1.63    n = 159

Difference by chaplains by sex.

CHAPLAINS ONLY



QUESTION 52 BY SEX OF RESPONDENT

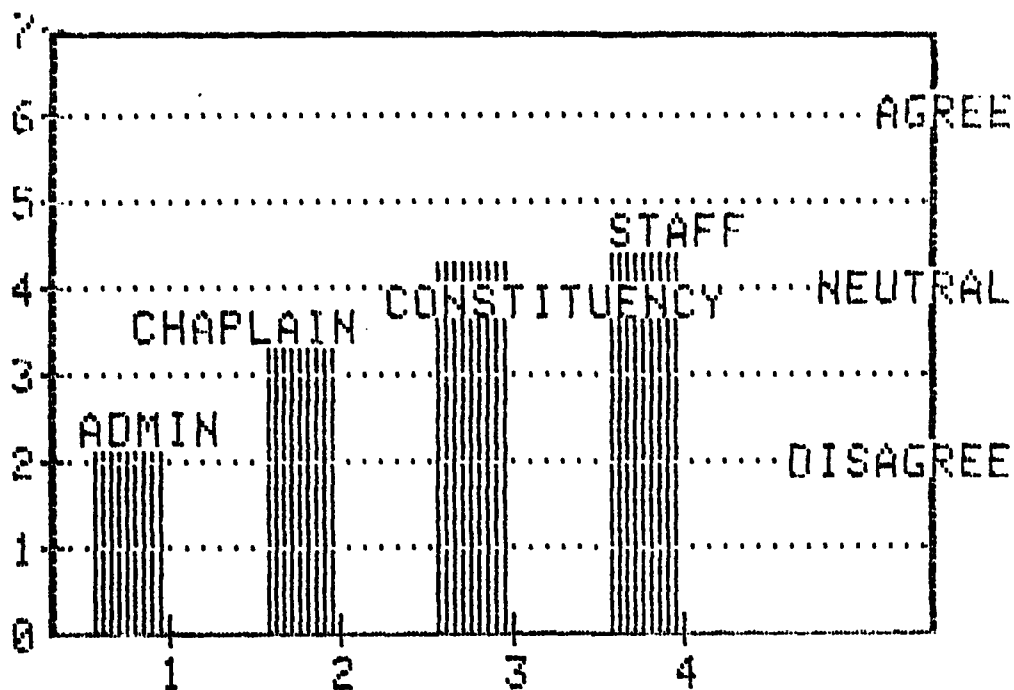
53. Chaplains deserve special consideration in the Army.

mean = 3.88    sd = 1.89    n = 158

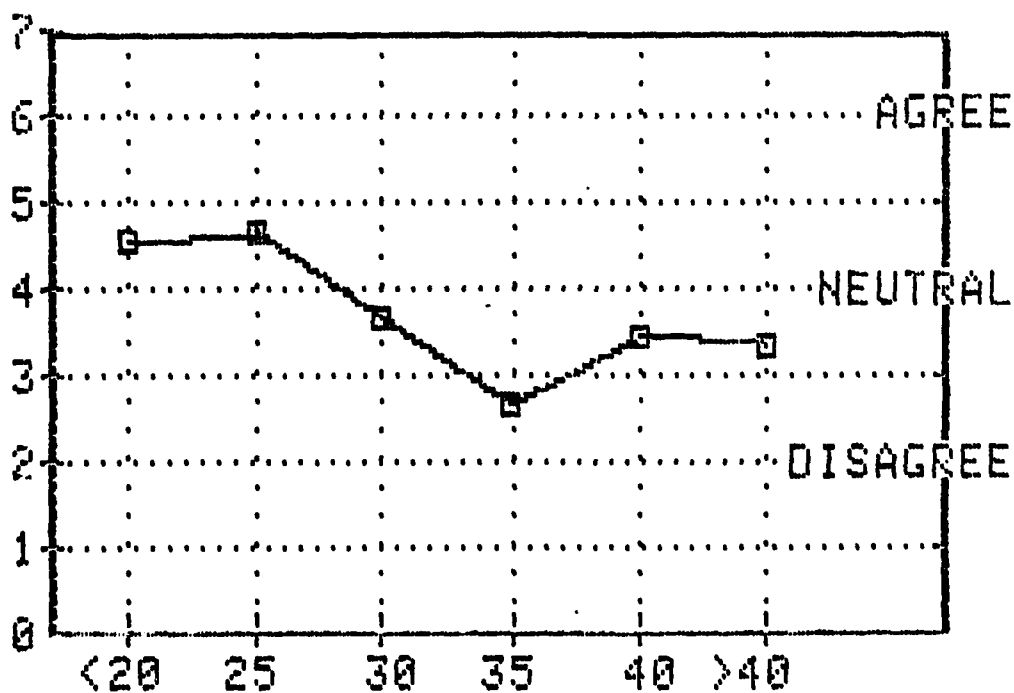
Differences as follows:

Job category

Age of respondent



QUESTION 53 BY JOB CATEGORY



QUESTION 53 BY AGE OF RESPONDENT

54. Only a trained chaplain can provide religious instruction and spiritual guidance.

mean = 4.22    sd = 1.87    n = 159

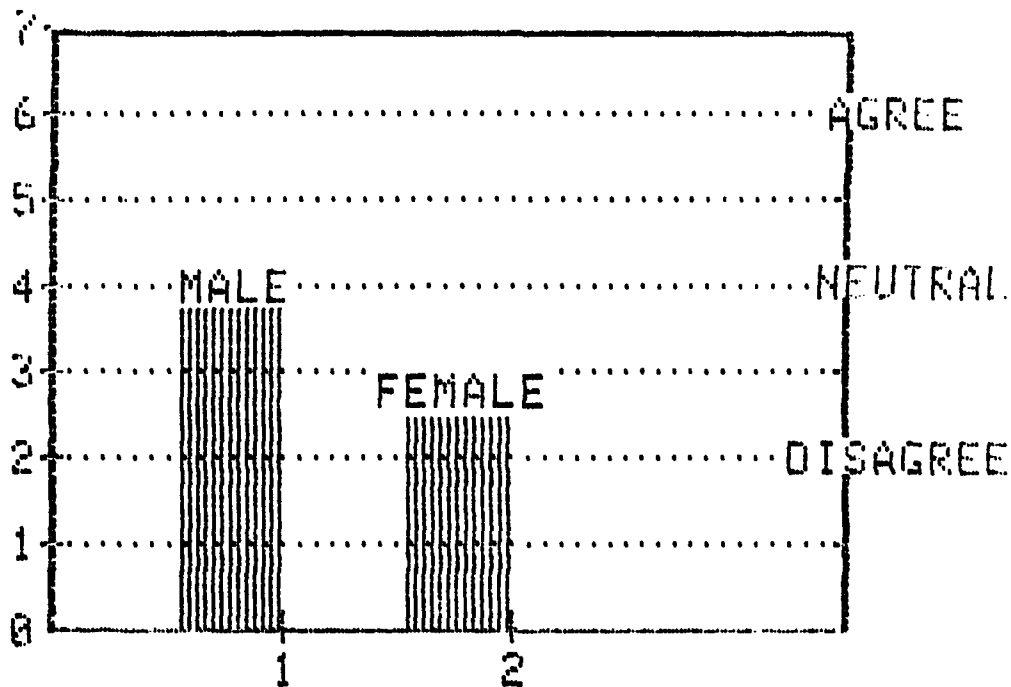
The general response was neutral. No difference was detected.

55. Men make better chaplains than women do.

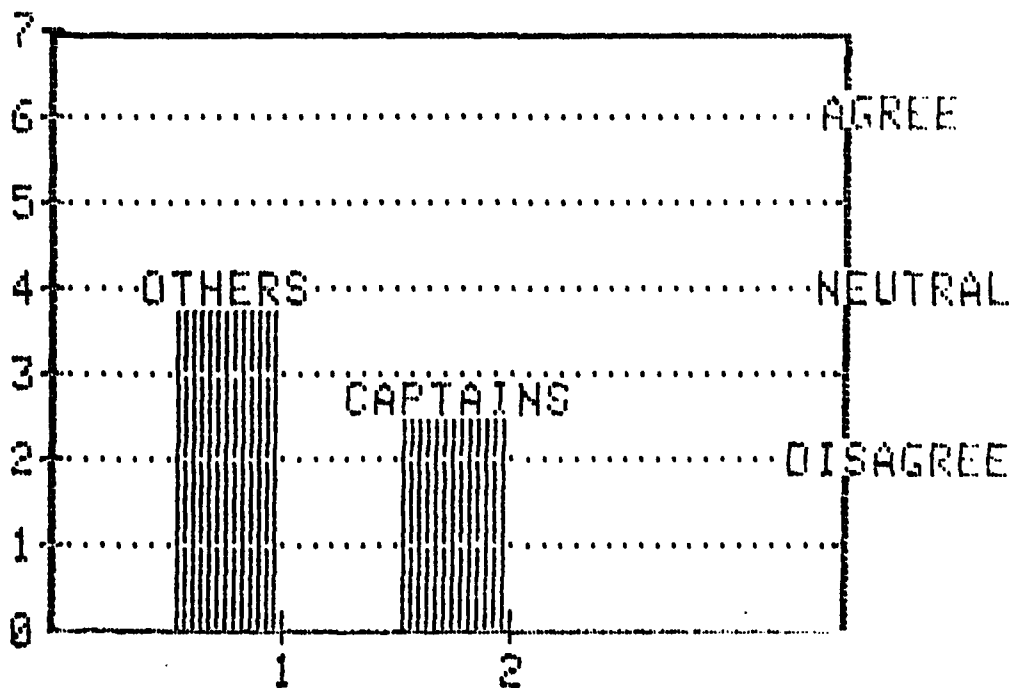
mean = 3.48    sd = 1.64    n = 159

The differences were as follows:

Sex of respondent  
Captains versus all other groups  
Chaplains by sex

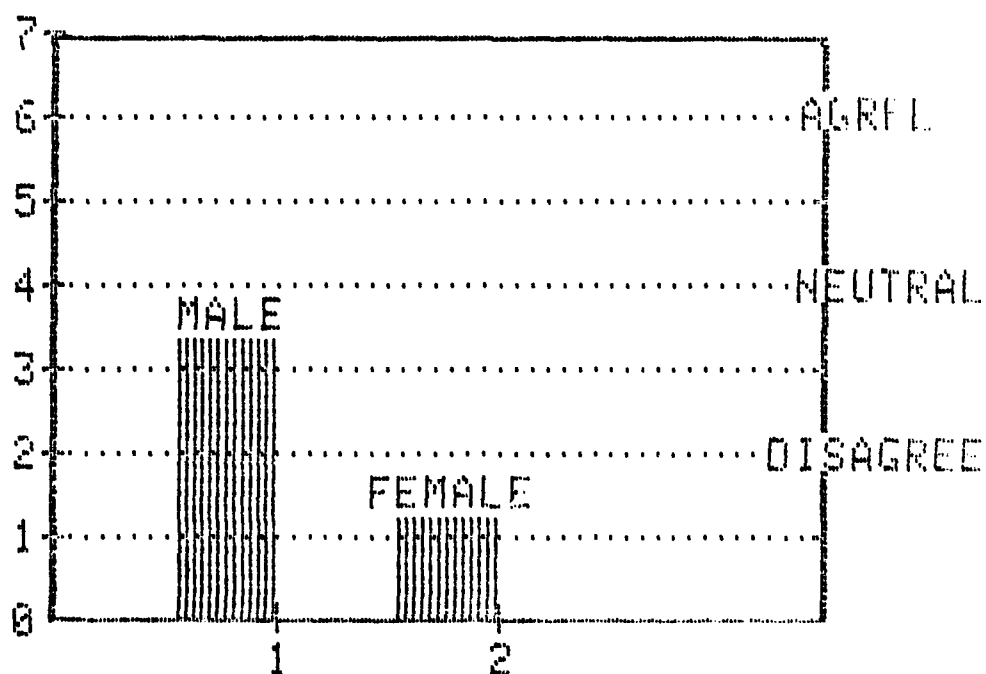


QUESTION 55 BY SEX OF RESPONDENT



QUESTION 55 BREAKDOWN BY CAPTAINS  
VERSUS ALL OTHER GROUPS IN STUDY

# CHAPLAINS ONLY



QUESTION 55 BY SEX OF RESPONDENT

56. I would attend nondenominational religious services.

mean = 4.67   sd = 1.73   n = 159

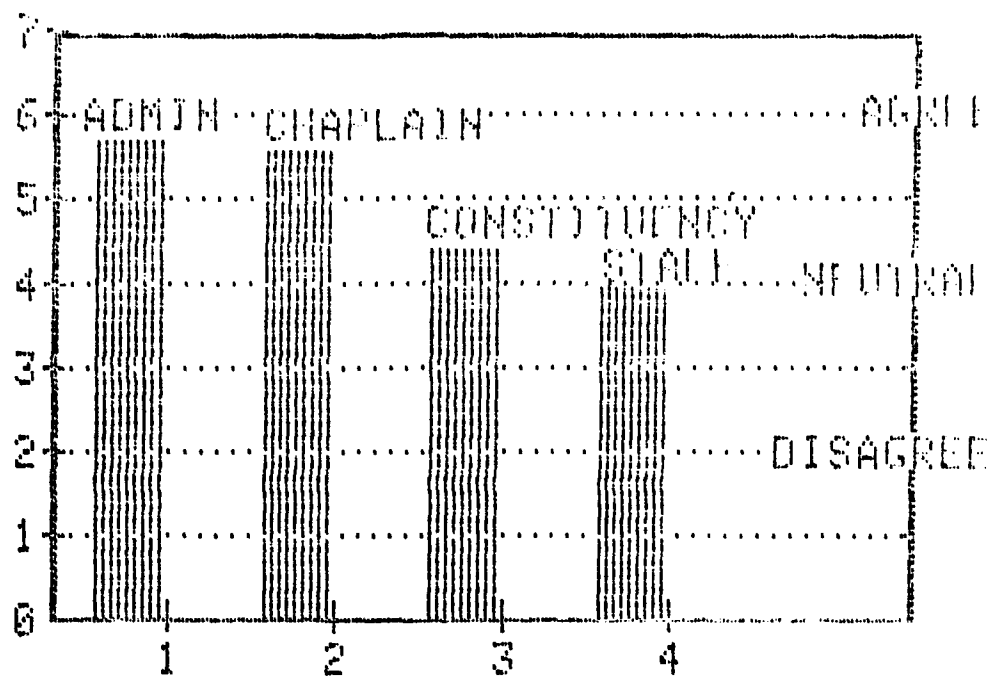
Differences are:

Job category

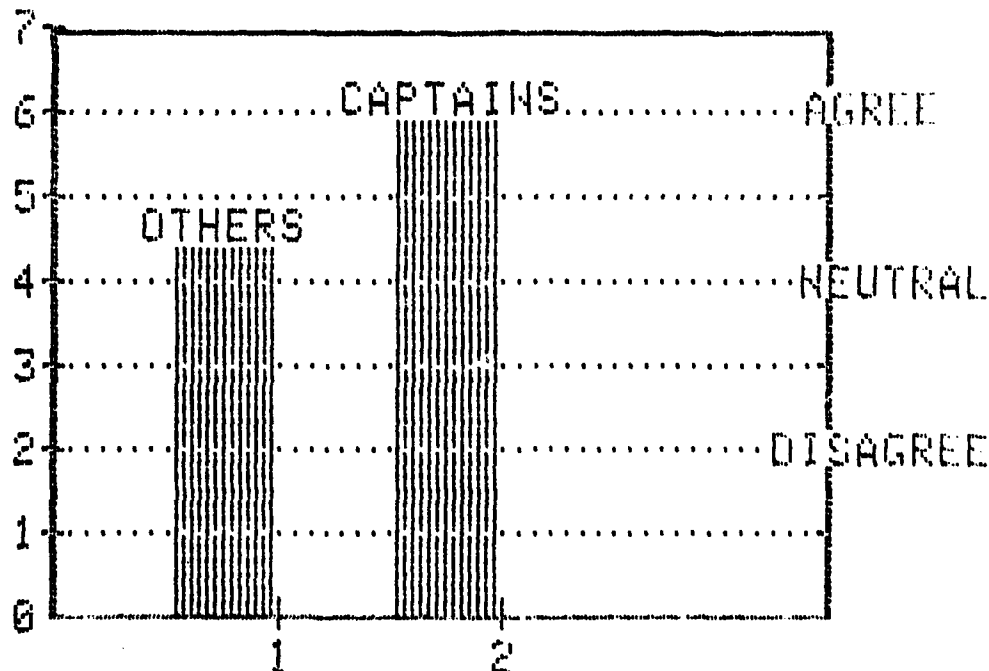
Captains versus all other groups

Age of respondent

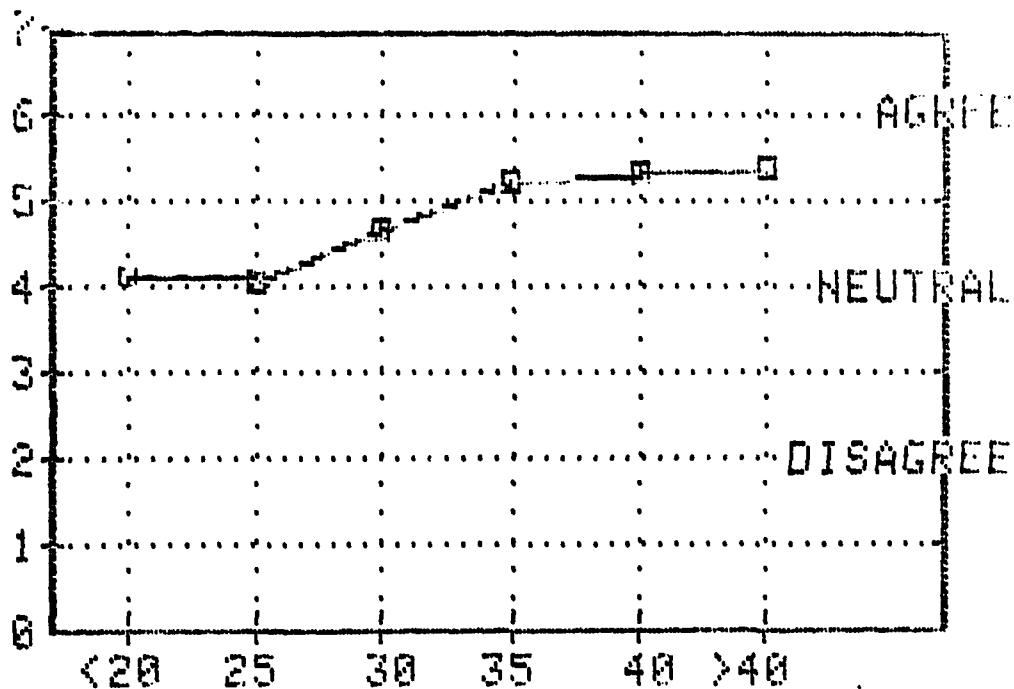
Region considered home



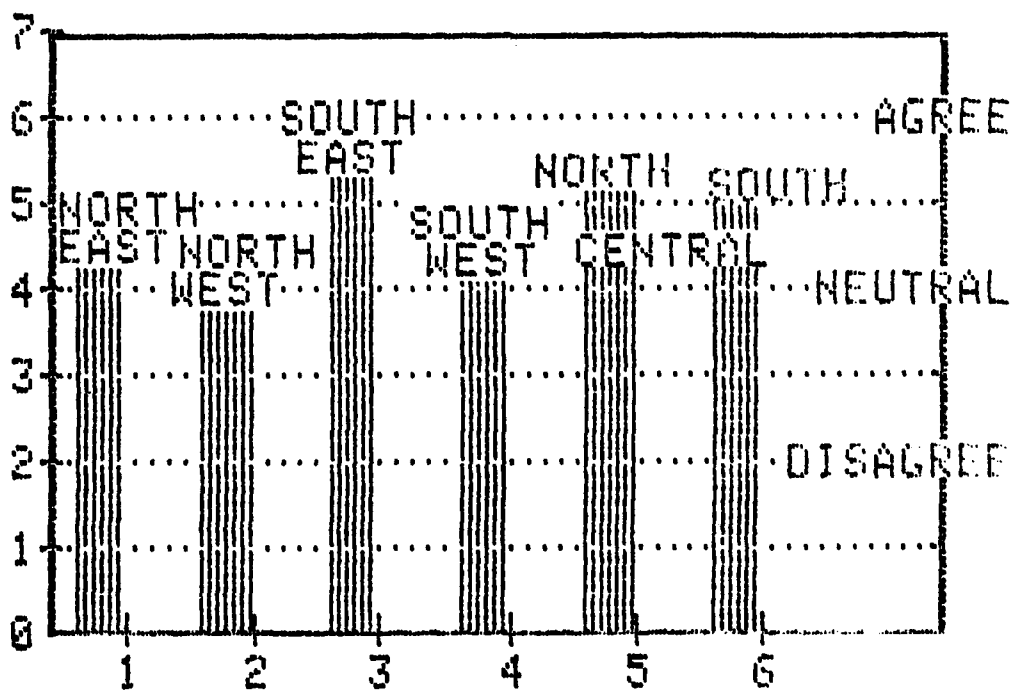
QUESTION 56 BY JOB CATEGORY



QUESTION 56 BREAKDOWN BY CAPTAINS  
VERSUS ALL OTHER GROUPS IN STUDY



QUESTION 56 BY AGE OF RESPONDENT



QUESTION 56 BY REGION OF THE COUNTRY OF RESPONDENT

57. The chaplains role is entirely religious oriented.

mean = 3.38    sd = 1.79    n = 160

There was general disagreement with this statement. No noted differences.

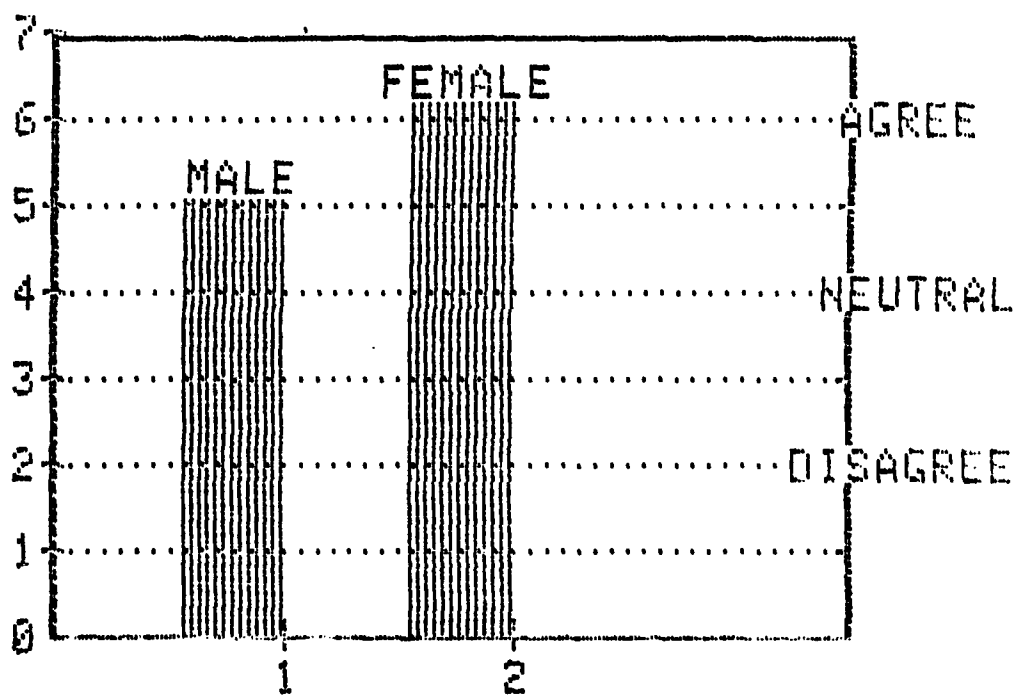
This marks the end of the questions given to everyone. The constituency was not asked to respond further. The chaplain staff, chaplain, and administrative chaplain answered through question 114.

58. I believe Equal Employment Opportunity (EEO) goals are necessary to the Chaplaincy.

mean = 5.41    sd = 1.57    n = 69

The following differences were detected:

Sex of respondent  
Religion (not graphed)

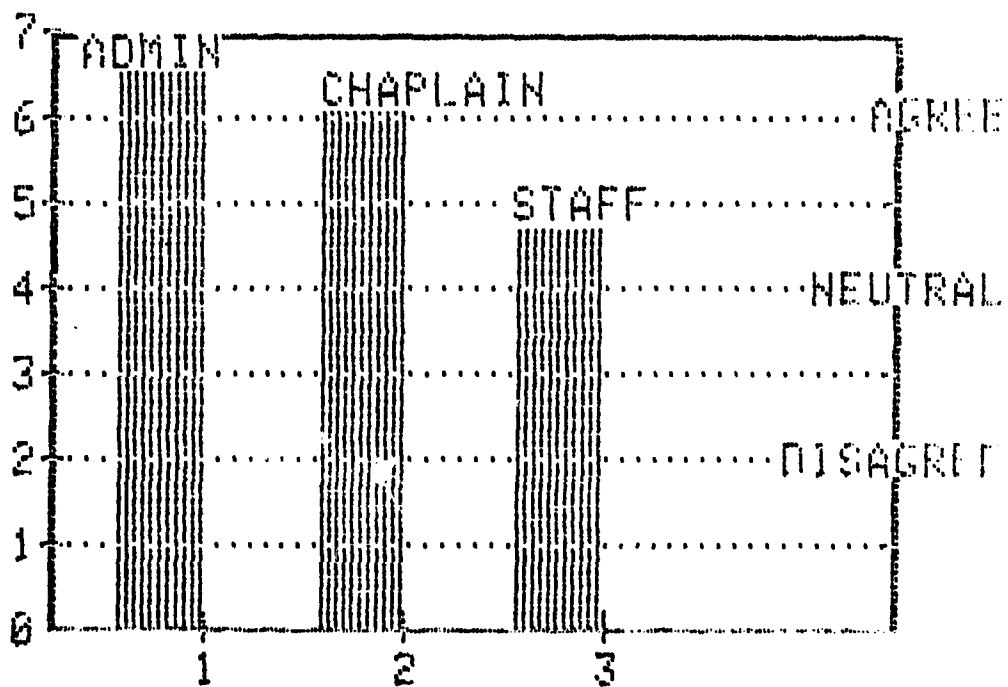


QUESTION 58 BY SEX OF RESPONDENT

59. All in all, I am satisfied with my job.

mean = 5.90   sd = 1.38   n = 68

Difference by job category.



QUESTION 59 BY JOB CATEGORY

60. Supervisory chaplains require specialized training.

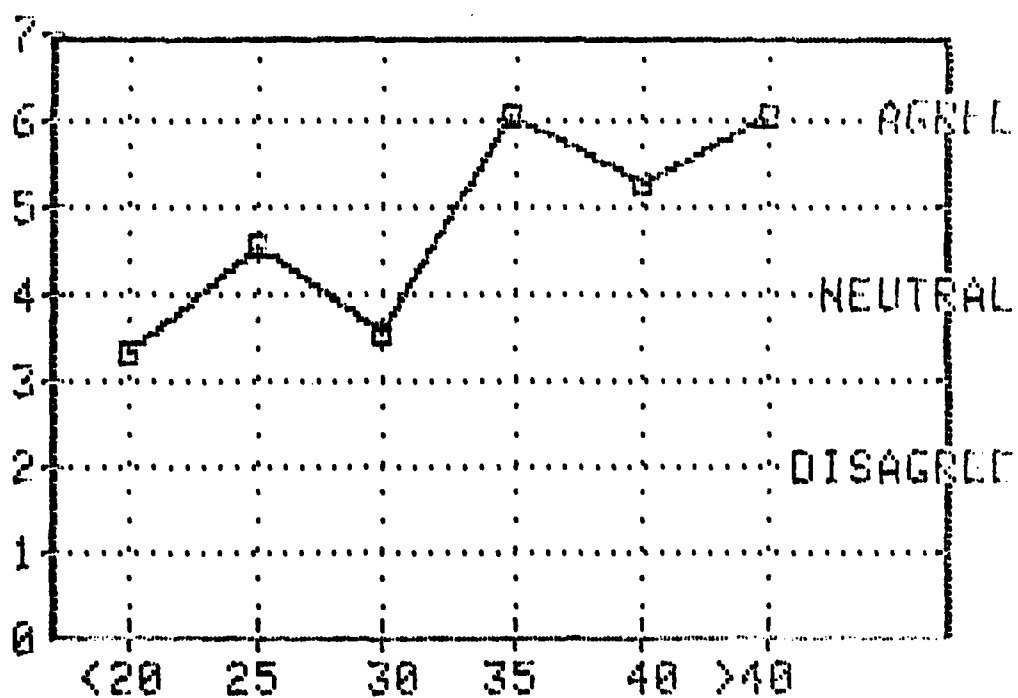
mean = 5.83   sd = 1.22   n = 69

This statement was agreed with generally. No noted differences.

61. Army life is what I expected it to be.

mean = 5.33   sd = 1.60   n = 69

Difference by age of respondent.

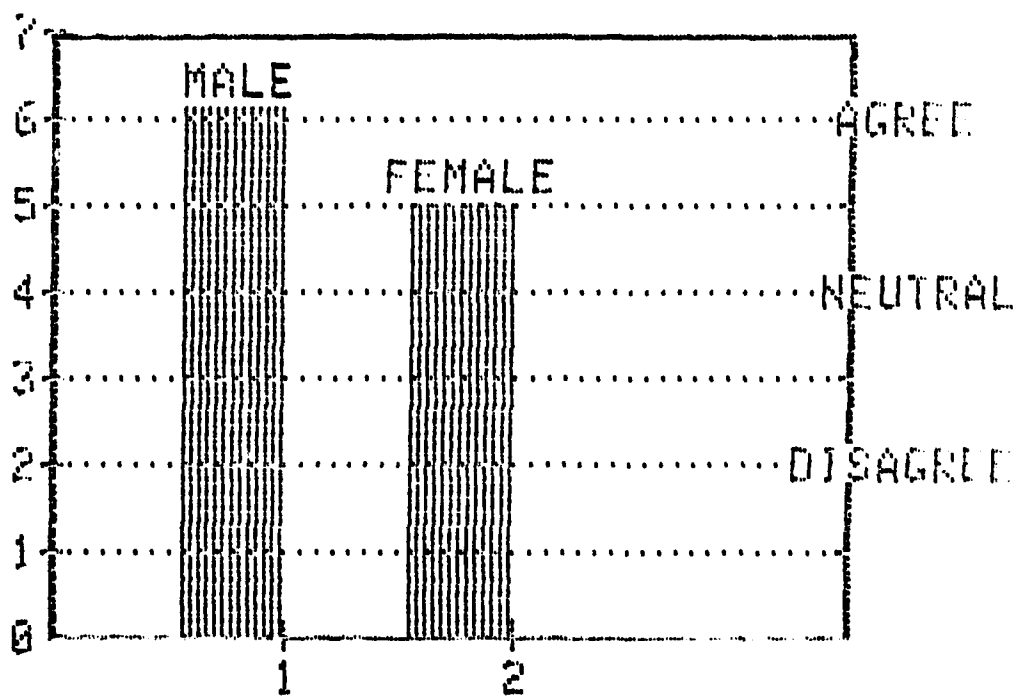


QUESTION 61 BY AGE OF RESPONDENT

62. My immediate supervisor treats me fairly.

mean = 5.78   sd = 1.37   n = 69

Difference by sex of respondent.



QUESTION 62 BY SEX OF RESPONDENT

63. Factors effecting retention are recognized as important by the Army.

mean = 5.04    sd = 1.64    n = 68

The agreement was general on this statement. No detected differences.

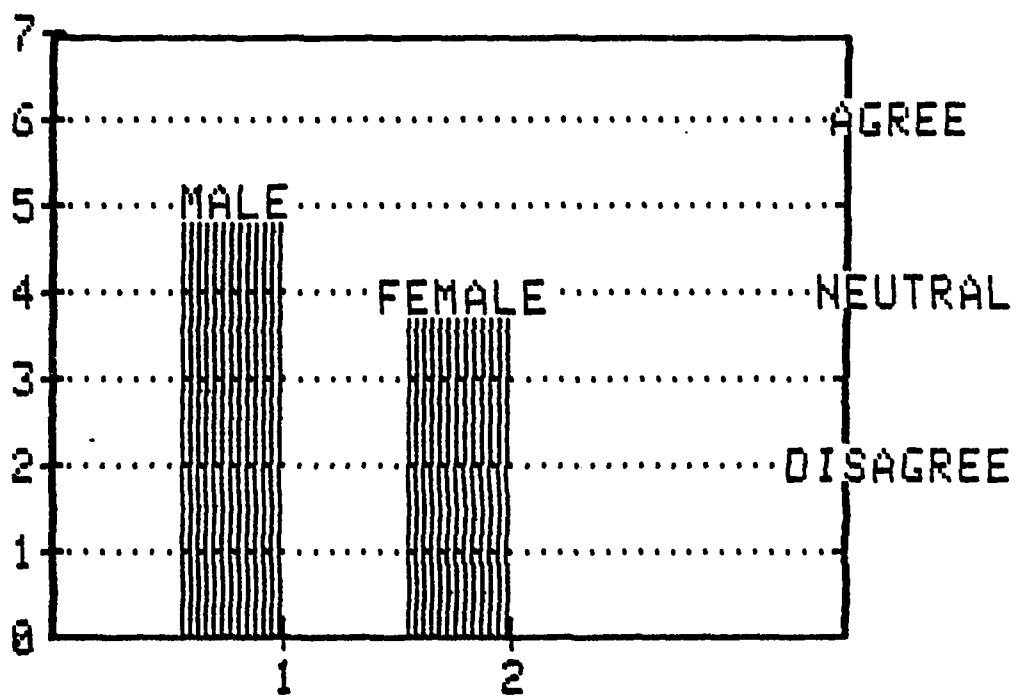
64. Chaplaincy promotion practices are fair.

mean = 4.44    sd = 1.59    n = 69

Differences as follows:

Sex of respondent

Age of respondent



QUESTION 64 BY SEX OF RESPONDENT

65. Organizational effectiveness training is beneficial to the Chaplaincy.

mean = 5.41    sd = 1.13    n = 69

There was general agreement on this statement. No detected differences.

66. Career counseling is readily available to me.

mean = 4.90    sd = 1.44    n = 69

The responses were slightly above neutral. No differences.

67. Army recruitment methods are effective in recruiting women.

mean = 4.06    sd = 1.46    n = 69

The average response was neutral. No difference noted.

68. Denominational balance should be a consideration in assignment decisions.

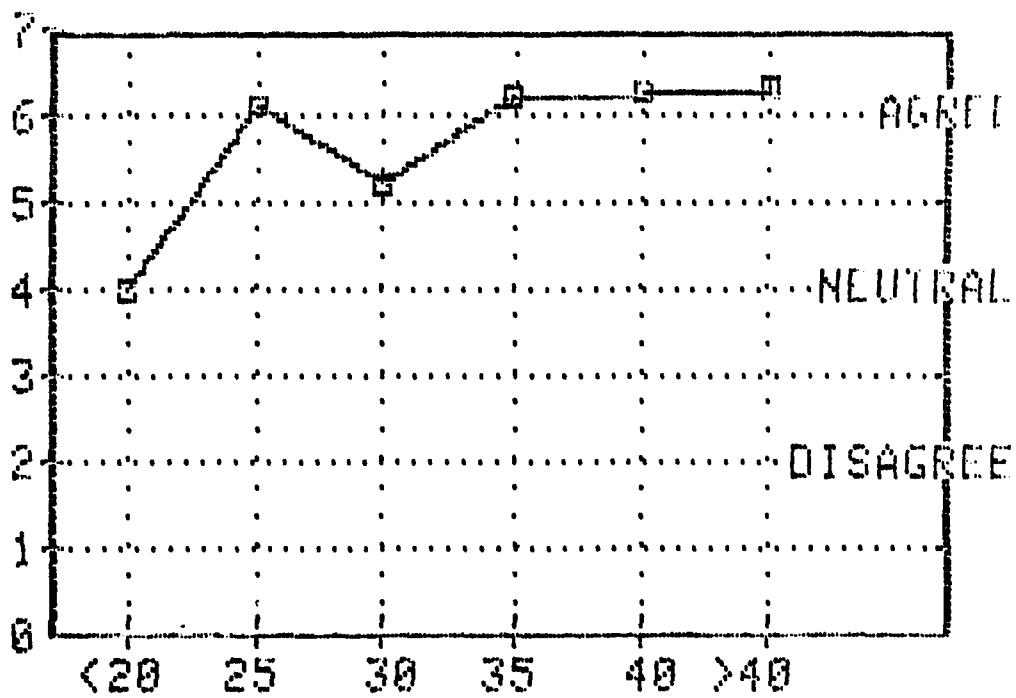
mean = 5.32    sd = 1.44    n = 69

This was generally agreed to by the respondents. Differences were not detected.

69. I feel I am a part of the Army team.

mean = 6.06    sd = 1.03    n = 69

Difference by age of respondent.



QUESTION 69 BY AGE OF RESPONDENT

70. Opportunity for advancement is an important consideration in my career.

mean = 5.87    sd = 1.36    n = 69

Strong agreement with this statement. No differences.

71. Training required to prepare men and women for the Chaplaincy is the same.

mean = 4.97    sd = 1.67    n = 69

The agreement was general on this one. No differences.

72. I would return to the military if a mobilization call was made.

mean = 5.56    sd = 1.42    n = 63

There was general agreement with this statement. No differences.

73. Chaplaincy assignment policies are fair.

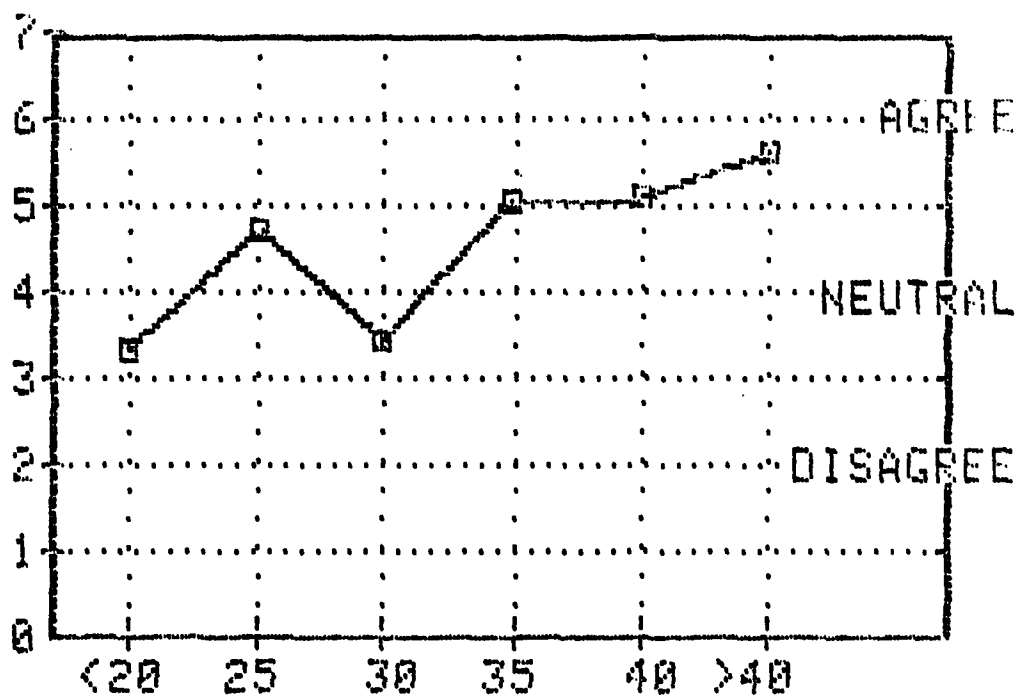
mean = 4.94    sd = 1.38    n = 69

The response was slightly above neutral. No differences detected.

74. Training opportunities are readily available to me.

mean = 4.96    sd = 1.59    n = 69

Difference by age of respondent.

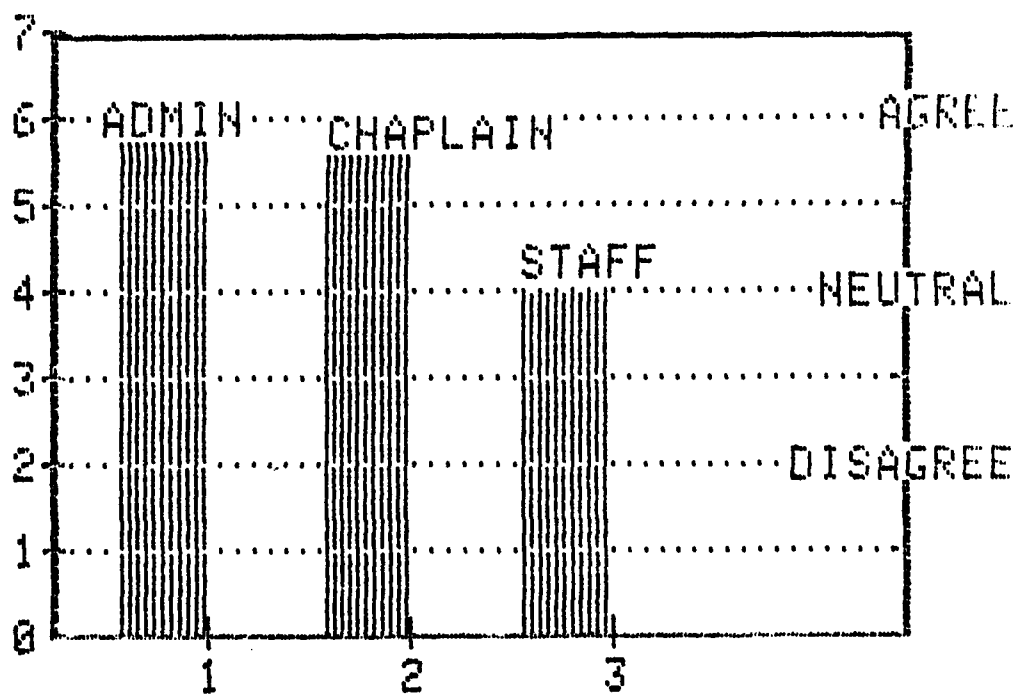


QUESTION 74 BY AGE OF RESPONDENT

75. I have alternative career paths available to me.

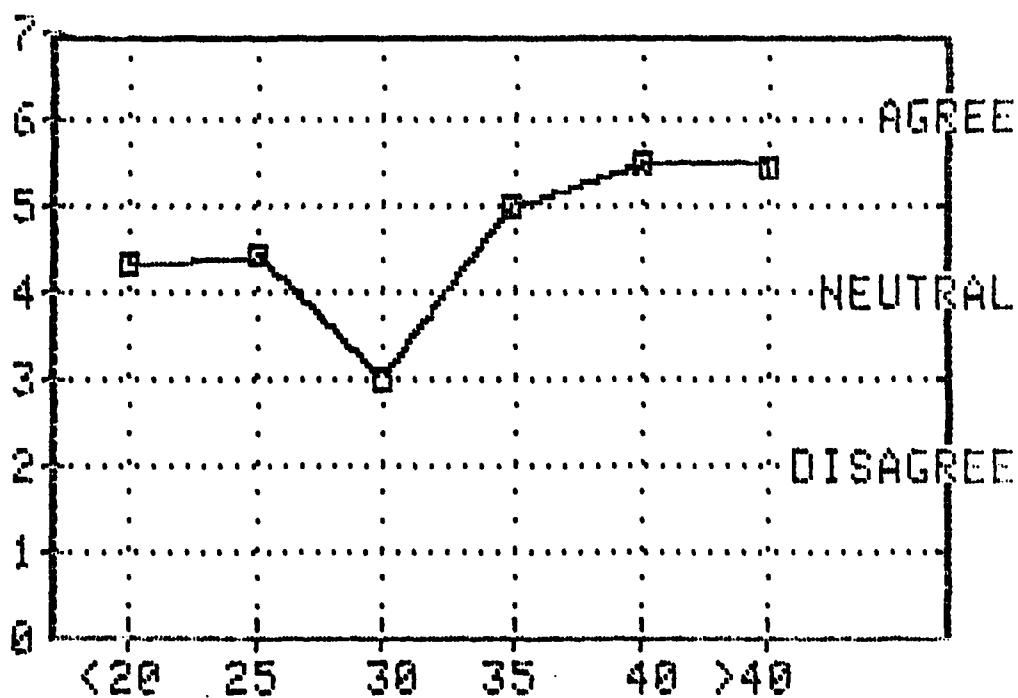
mean = 5.27   sd = 1.51   n = 67

Difference by job category.



QUESTION 75 BY JOB CATEGORY

76. I would be willing to recruit for the Army.  
mean = 5.38 sd = 1.68 n = 68  
General agreement with this statement. No differences.
77. I approve of the policy excluding women from combat.  
mean = 4.47 sd = 2.07 n = 69  
The response was neutral. No differences noted.
78. I believe Equal Employment Opportunity goals are fair.  
mean = 4.81 sd = 1.57 n = 69  
Response tended toward agreement. No noted differences.
79. I am an important part of the Chaplaincy.  
mean = 5.97 sd = 1.35 n = 69  
Strong agreement with this statement. No differences.
80. I believe that being an Army chaplain is a rewarding career for a religious professional.  
mean = 6.35 sd = 0.74 n = 69  
Strong agreement with this statement. No differences.
81. The role of the supervisory chaplain is more administrative than religious.  
mean = 4.41 sd = .85 n = 69  
The response was neutral. No differences.
82. The Army creates a positive professional environment in the Chaplaincy.  
mean = 4.93 sd = 1.60 n = 69  
Difference by age of respondent.

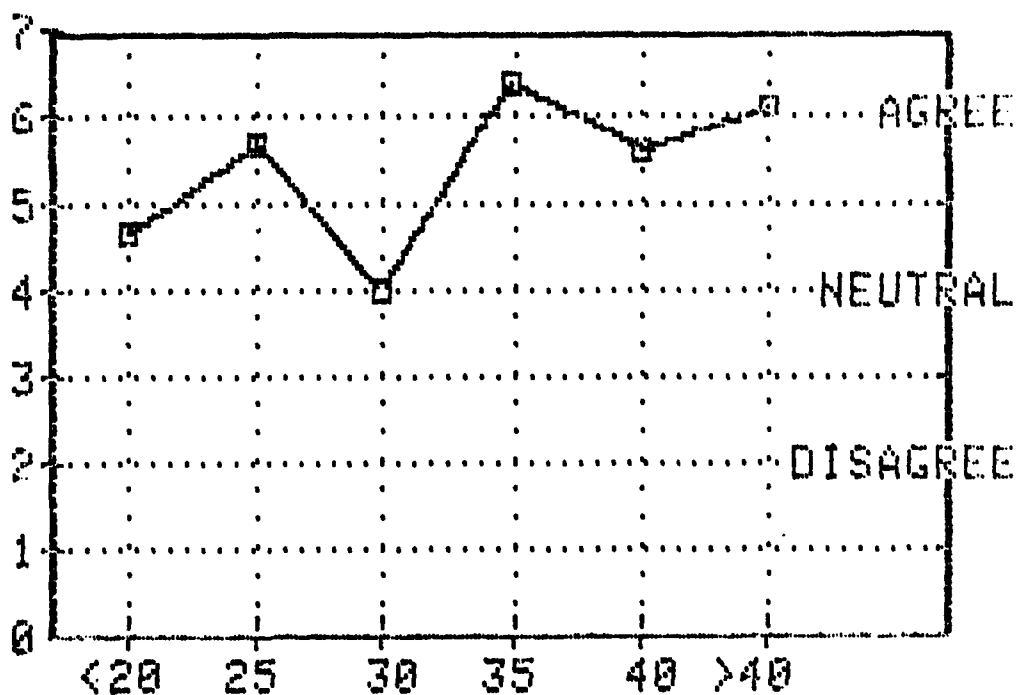


QUESTION 82 BY AGE OF RESPONDENT

83. I am satisfied with my role in the Army.

mean = 5.7    sd = 1.39    n = 69

Difference by age of respondent.

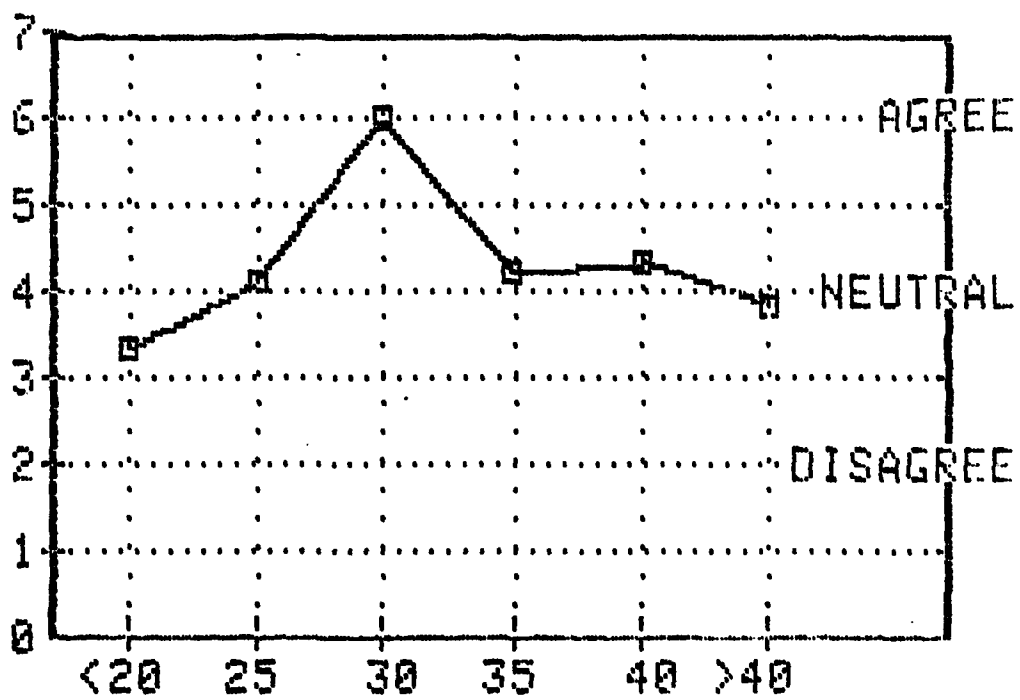


QUESTION 83 BY AGE OF RESPONDENT

84. Promotion policies in the Chaplaincy need to be changed.

mean = 4.32   sd = 1.54   n = 69

Difference by age of respondent.



QUESTION 84 BY AGE OF RESPONDENT

85. Training opportunities are available to women seeking to become supervisory chaplains.

mean = 4.69    sd = 1.18    n = 69

Response was neutral to this statement. No differences.

86. The Professional Development Plan is helpful in pursuing career goals.

mean = 4.90    sd = 1.06    n = 69

The response was slightly above neutral. No differences.

87. Army recruitment materials could be improved.

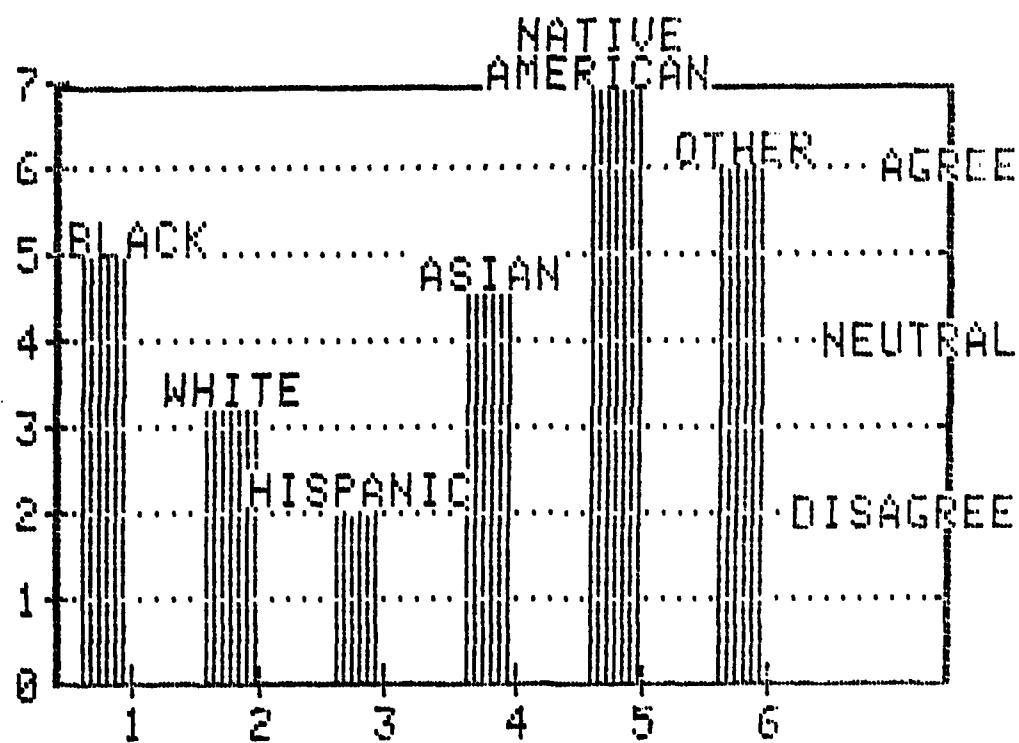
mean = 5.59    sd = 1.08    n = 69

General agreement to this statement. No differences detected.

88. Denominational balance should be a consideration in promotion decisions.

mean = 3.67    sd = 1.96    n = 69

Difference by race of respondent.

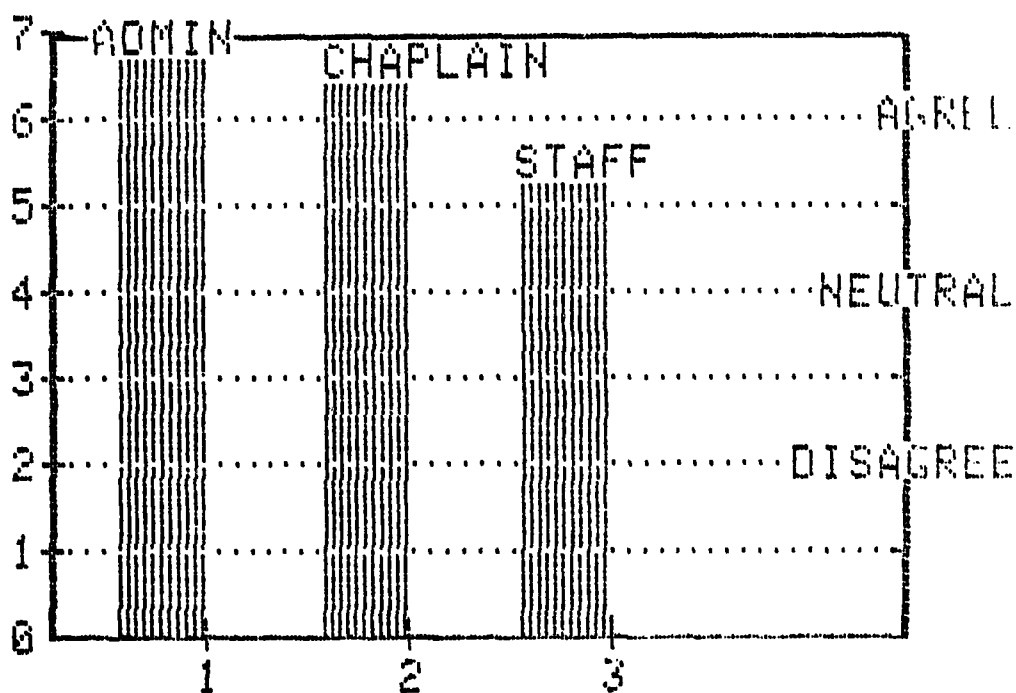


QUESTION 88 BY RACE OF RESPONDENT

89. My job is personally satisfying.

mean = 6.21    sd = 0..86    n = 69

Difference by job category.



QUESTION 89 BY JOB CATEGORY

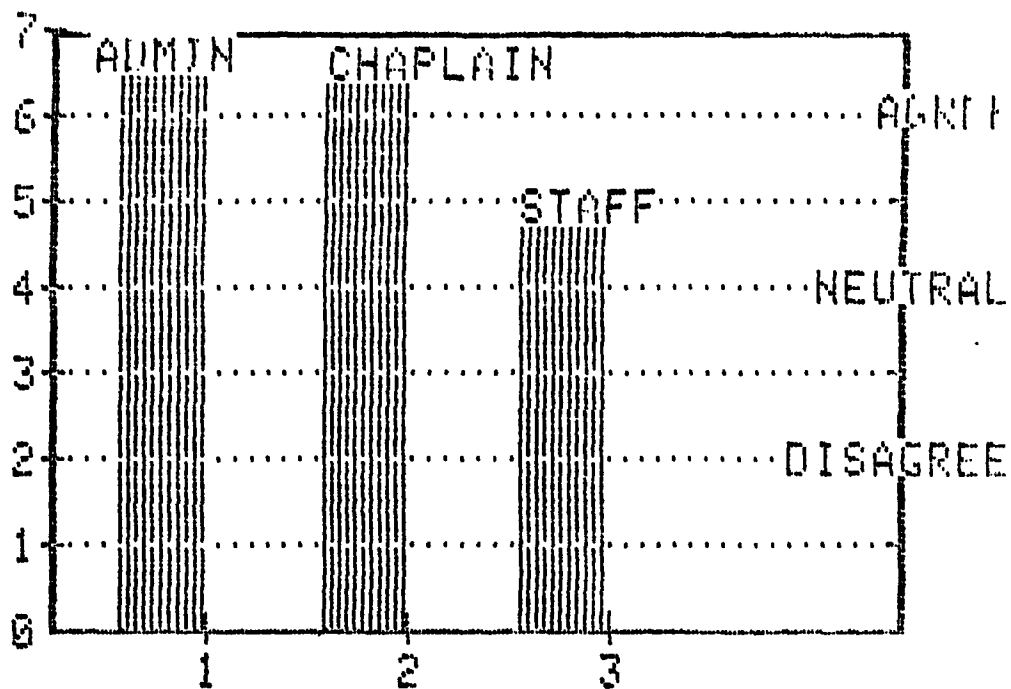
90. I am fulfilling my expected role as a religious professional.

mean = 5.96 sd = 1.24 n = 69

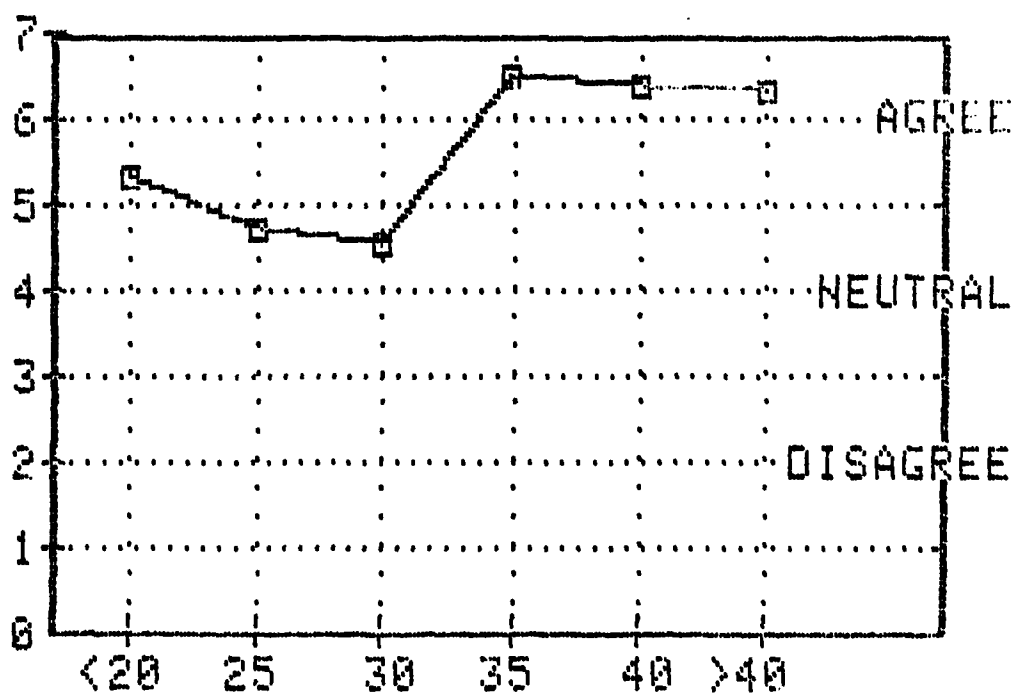
Differences as follows:

Job category

Age of respondent



QUESTION 90 BY JOB CATEGORY



QUESTION 90 BY AGE OF RESPONDENT

91. The Chaplaincy can achieve Equal Employment Opportunity goals within the existing organizational and policy framework.

mean = 4.91    sd = 1.44    n = 69

The response was slightly above neutral. No differences noted.

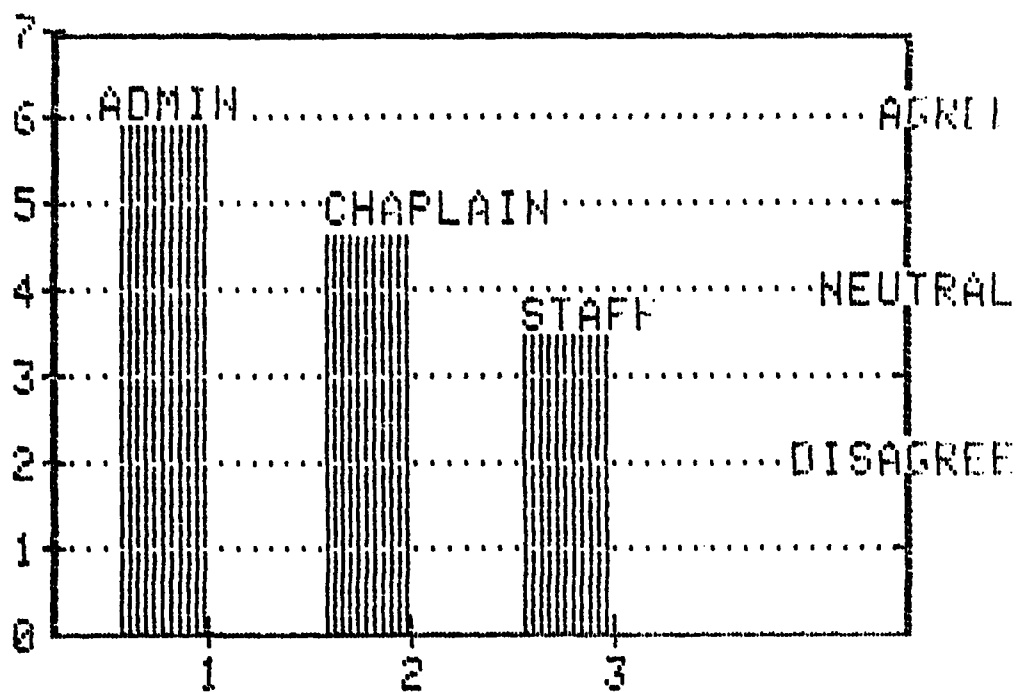
92. The Chaplaincy recognizes and rewards superior performance.

mean = 4.59    sd = 1.67    n = 69

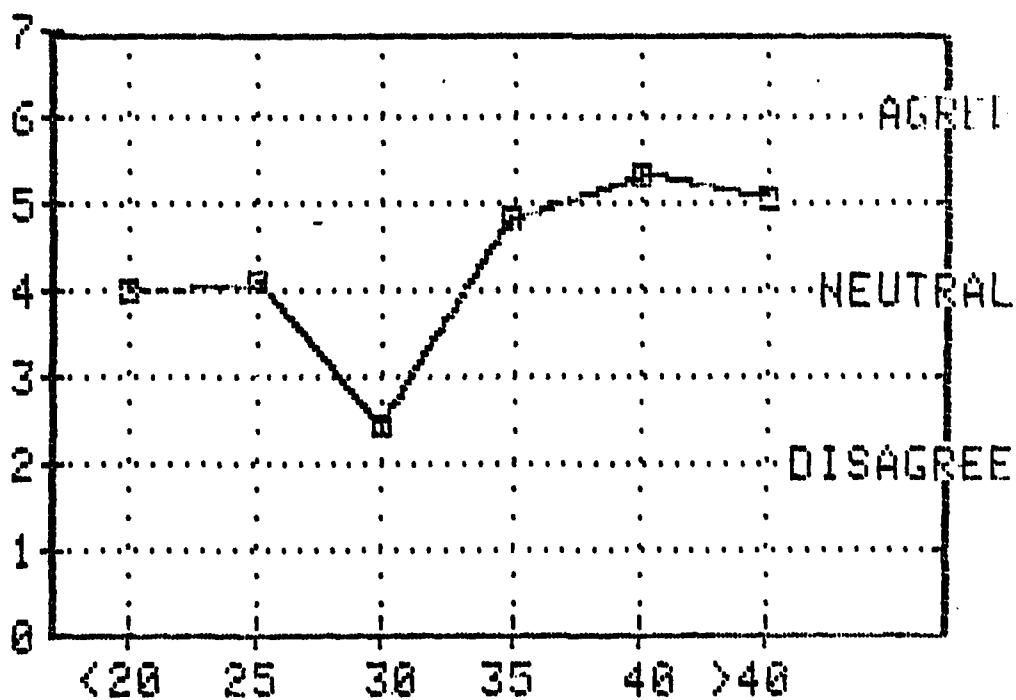
Differences as follows:

Job category

Age of respondent



QUESTION 92 BY JOB CATEGORY



QUESTION 92 BY AGE OF RESPONDENT

93. Assignments within the Chaplaincy are made without regard to sex.

mean = 3.72    sd = 1.52    n = 68

Respondents generally disagree with this statement. No differences noted.

94. Promotion practices within the Chaplaincy are consistent with expressed policies.

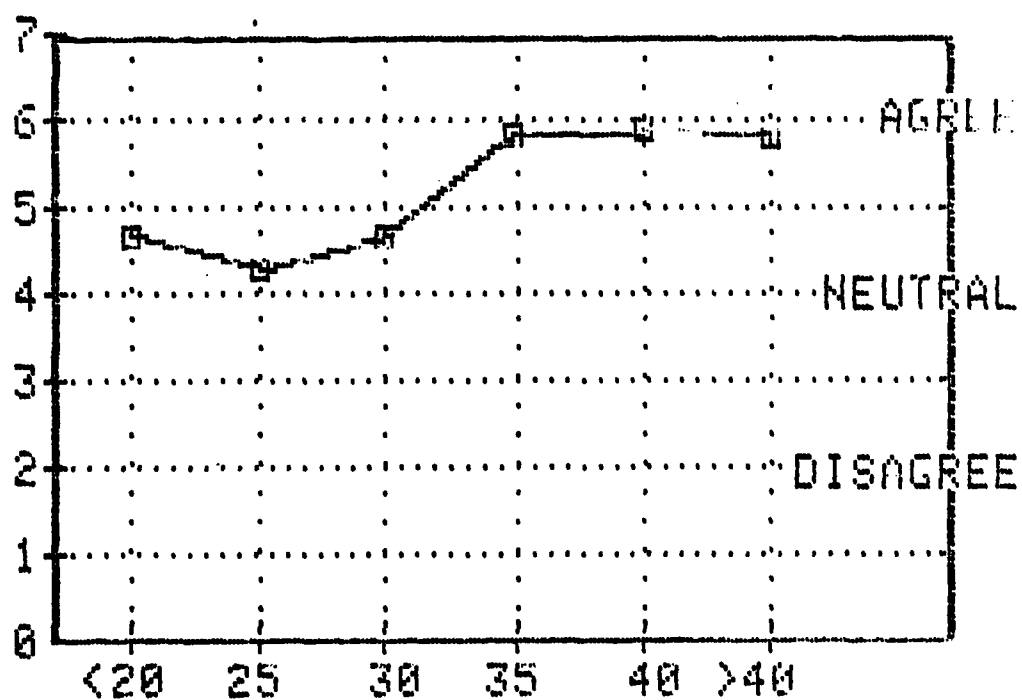
mean = 4.64    sd = 1.35    n = 69

The response is neutral. No differences.

95. The Army encourages me to improve my job skills through training.

mean = 5.46    sd = 1.30    n = 69

Difference by age of respondent.



QUESTION 95 BY AGE OF RESPONDENT

96. I have opportunities for advancement within the Chaplaincy.

mean = 5.30    sd = 1.56    n = 69

There is general agreement with the statement. No differences.

97. Chaplains should be recruited directly from the seminaries.

mean = 3.83    sd = 2.01    n = 69

The respondents disagree with this statement. No differences noted.

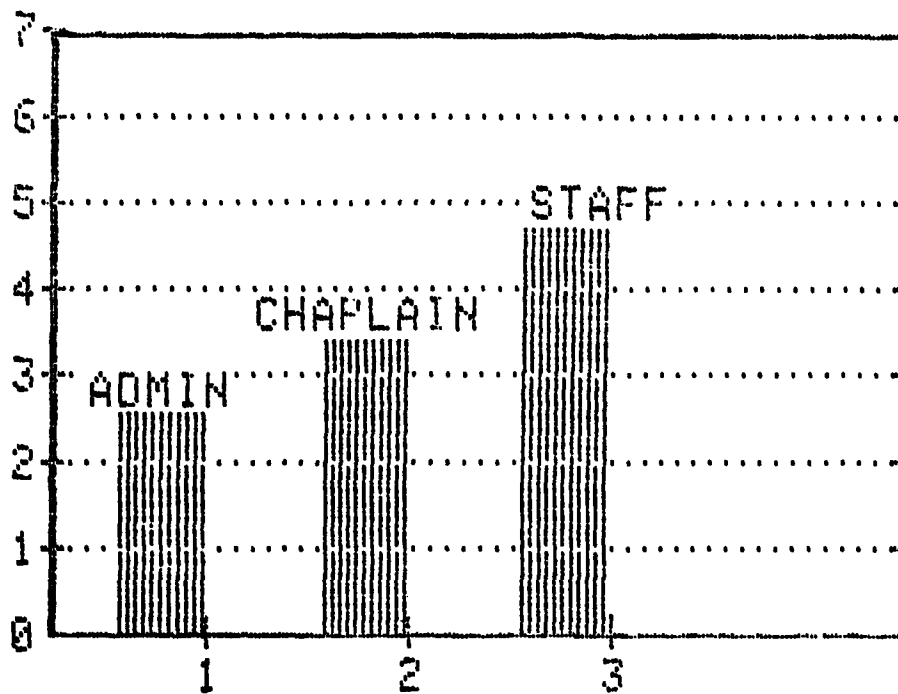
98. The policy of denominational balance needs to be changed.

mean = 3.54    sd = 1.50    n = 69

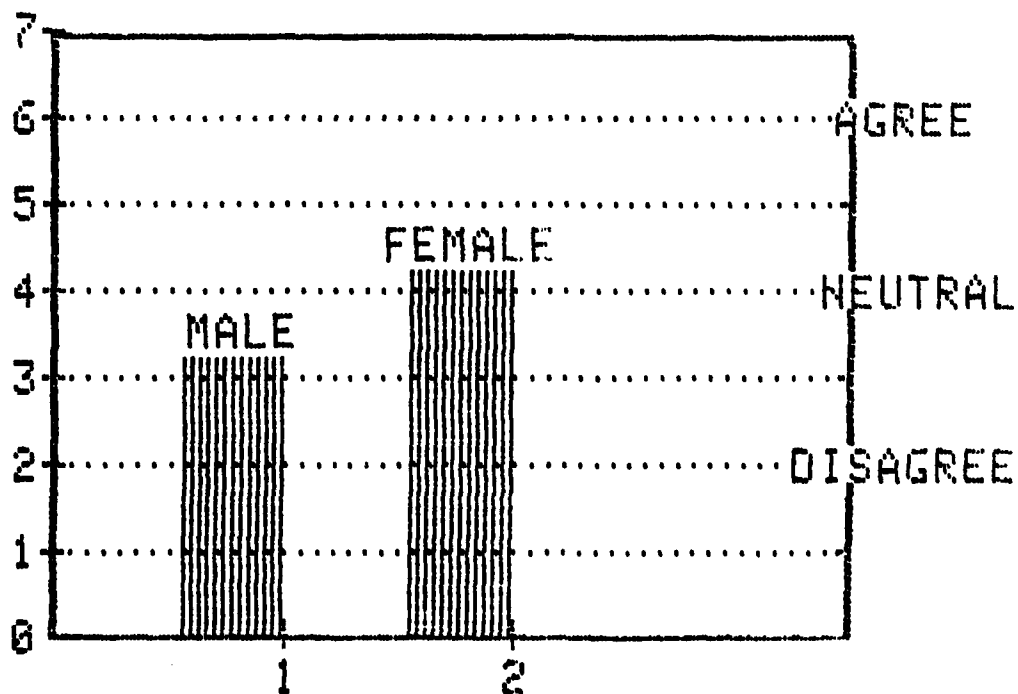
Differences as follows:

Job category

Sex of respondent



QUESTION 98 BY JOB CATEGORY



QUESTION 98 BY SEX OF RESPONDENT

99. I have alternative career opportunities in the Army.

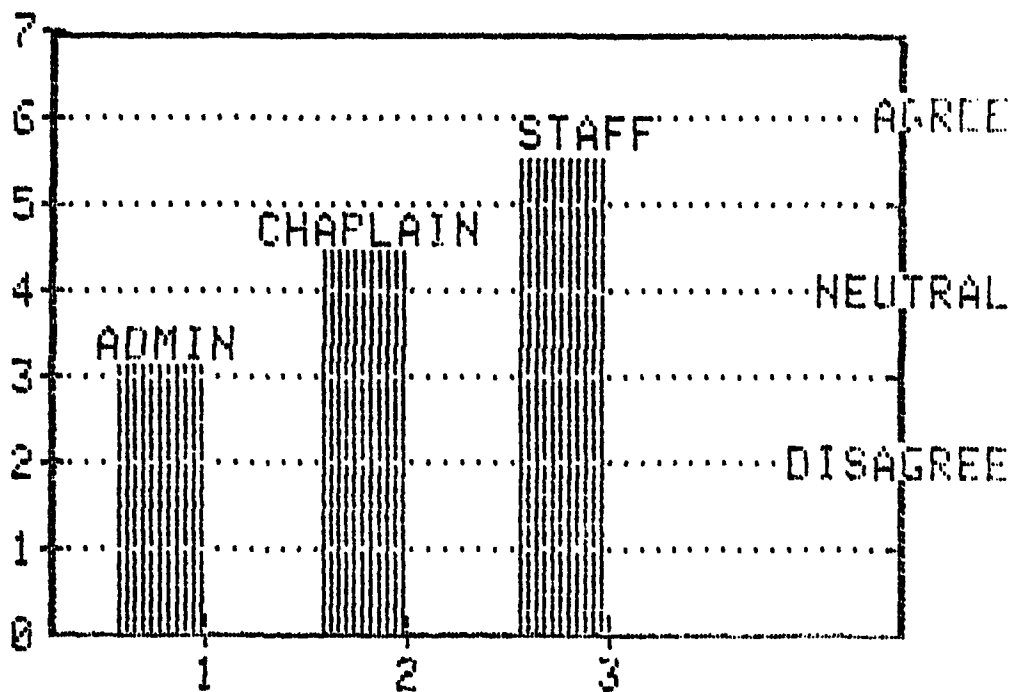
mean = 3.54 sd = 1.91 n = 67

Respondents disagreed with this statement. No differences.

100. Promotion procedures need to be changed.

mean = 4.44 sd = 1.69 n = 69

Difference by job category.



QUESTION 100 BY JOB CATEGORY

101. Women chaplains receive special consideration in promotions.

mean = 3.32   sd = 1.42   n = 69

General disagreement on this one. No differences detected.

102. Men chaplains receive special consideration in promotions.

mean = 3.28   sd = 1.39   n = 69

General disagreement on this statement. No differences.

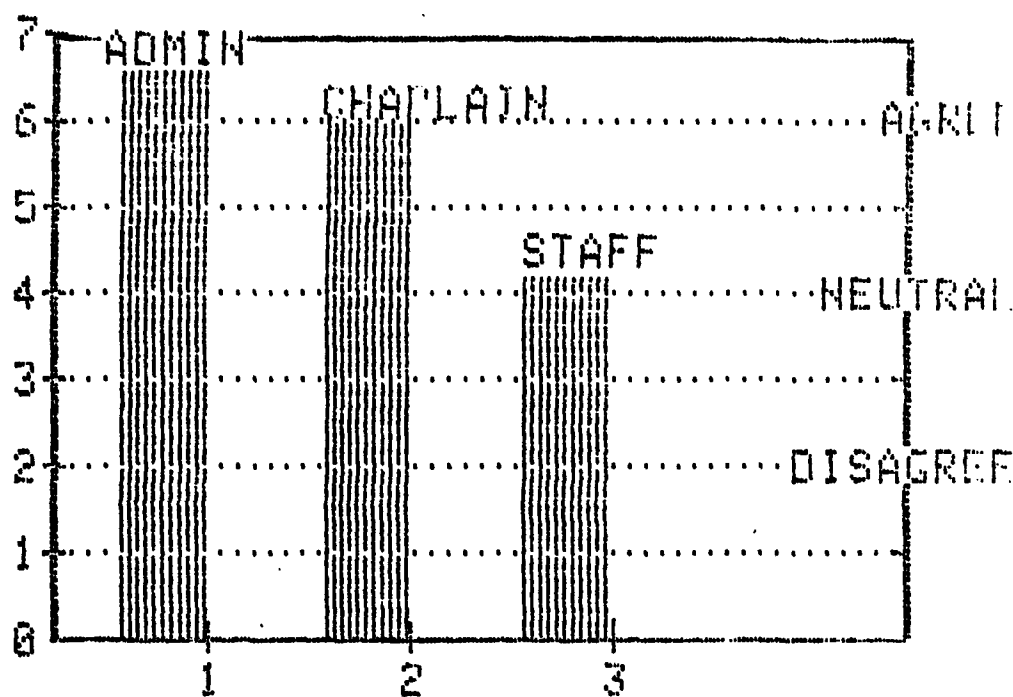
103. I would recommend the chaplaincy to other religious professionals.

mean = 5.67   sd = 1.42   n = 69

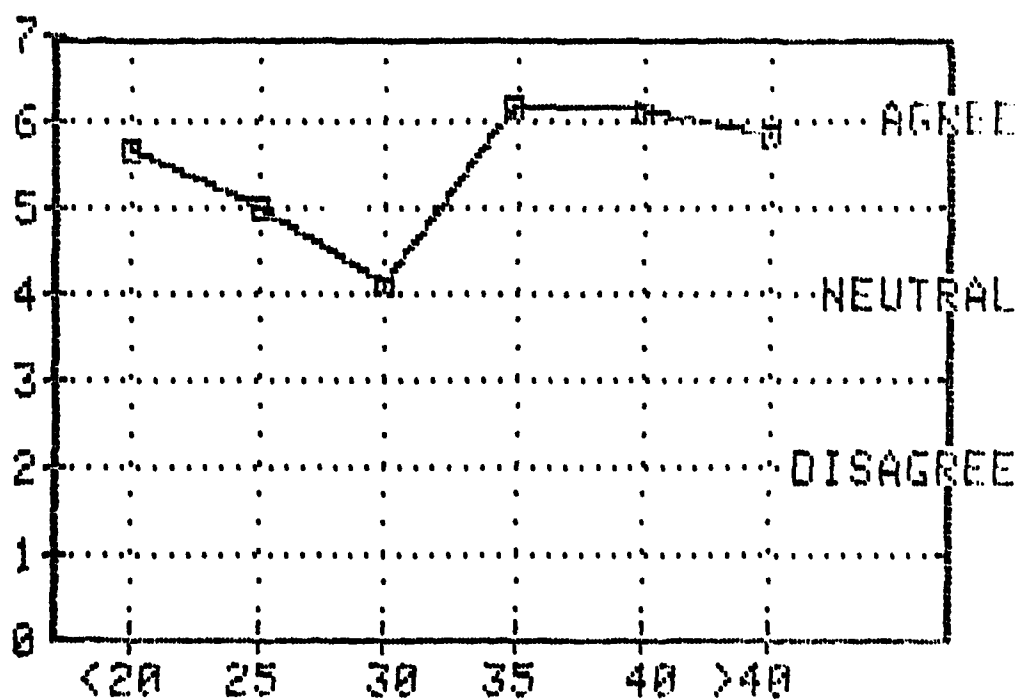
Differences as follows:

Job category

Age of respondent



QUESTION 103 BY JOB CATEGORY



QUESTION 103 BY AGE OF RESPONDENT

104. Recruitment practices could be made more effective.

mean = 5.67    sd = 1.13    n = 69

There was general agreement on this statement. No differences.

105. I have alternative career paths within the Chaplaincy.

mean = 4.60    sd = 1.72    n = 67

The response was slightly above neutral. No differences.

106. Assignment procedures need to be changed.

mean = 4.44    sd = 1.32    n = 69

Neutral response to this statement. No differences detected.

107. Promotions within the Chaplaincy are made without regard to sex.

mean = 4.19    sd = 1.52    n = 69

Neutral response to this statement. No differences.

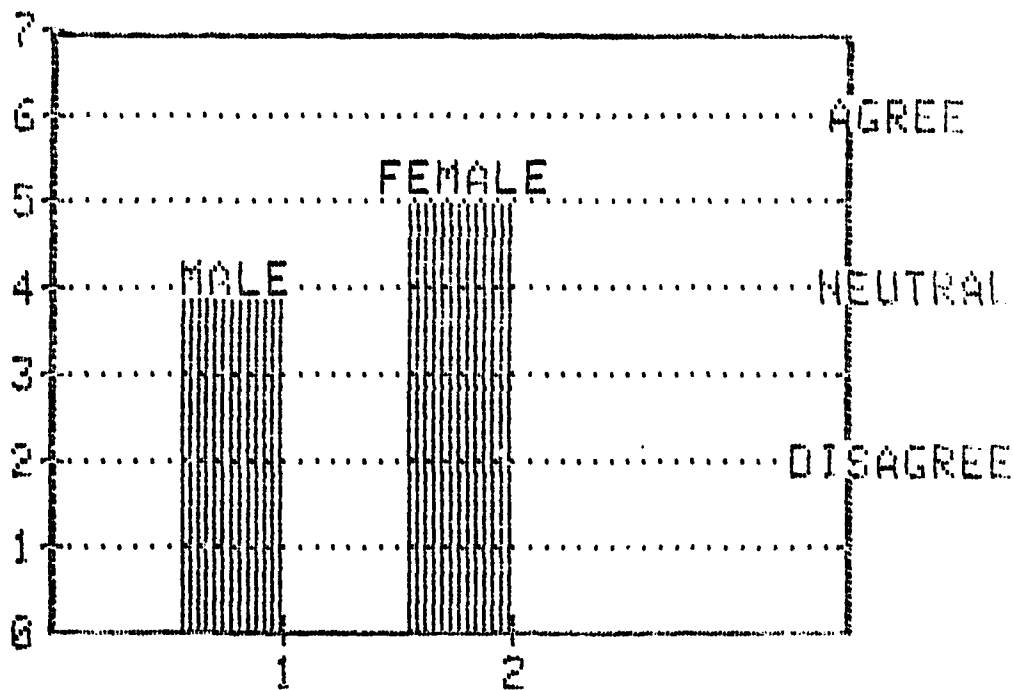
108. The Chaplaincy should make organizational changes to further Equal Employment Opportunity goals.

mean = 4.17    sd = 1.58    n = 69

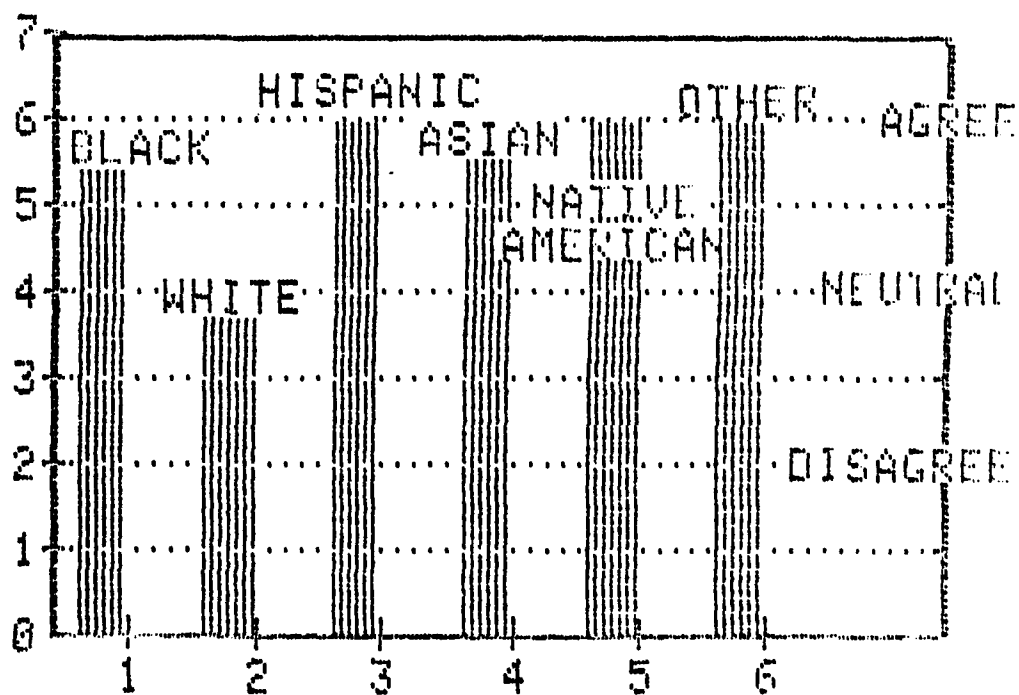
Differences as follows:

Sex of respondent

Race of respondent



QUESTION 108 BY SEX OF RESPONDENT

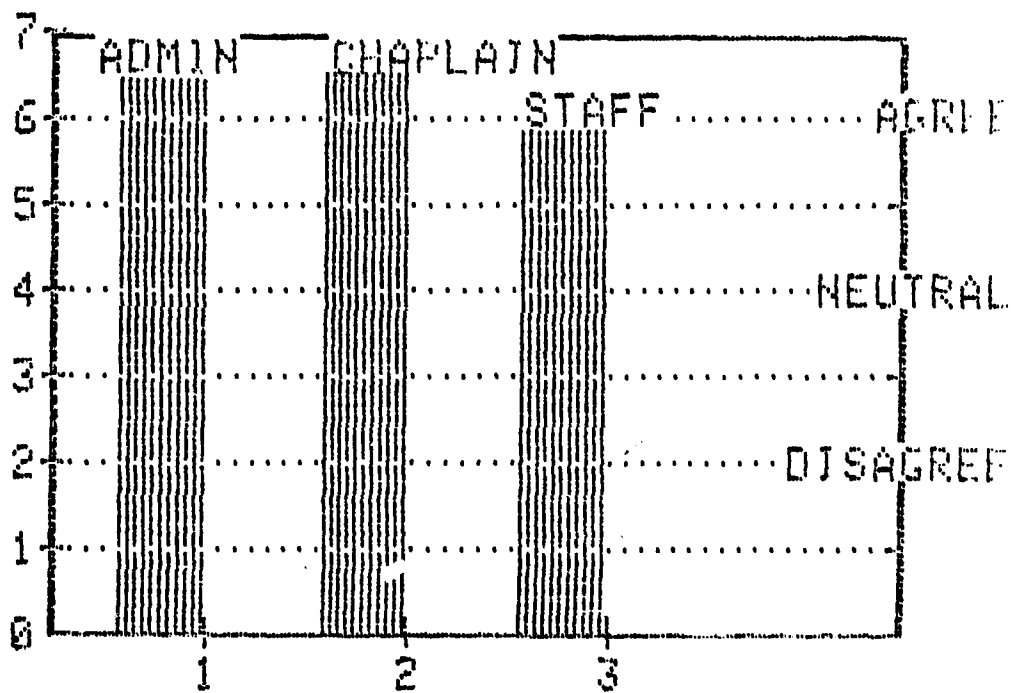


QUESTION 108 BY RACE OF RESPONDENT

109. I contribute to the Army team.

mean = 6.35   sd = 0.64   n = 69

Difference by job category.



QUESTION 109 BY JOB CATEGORY

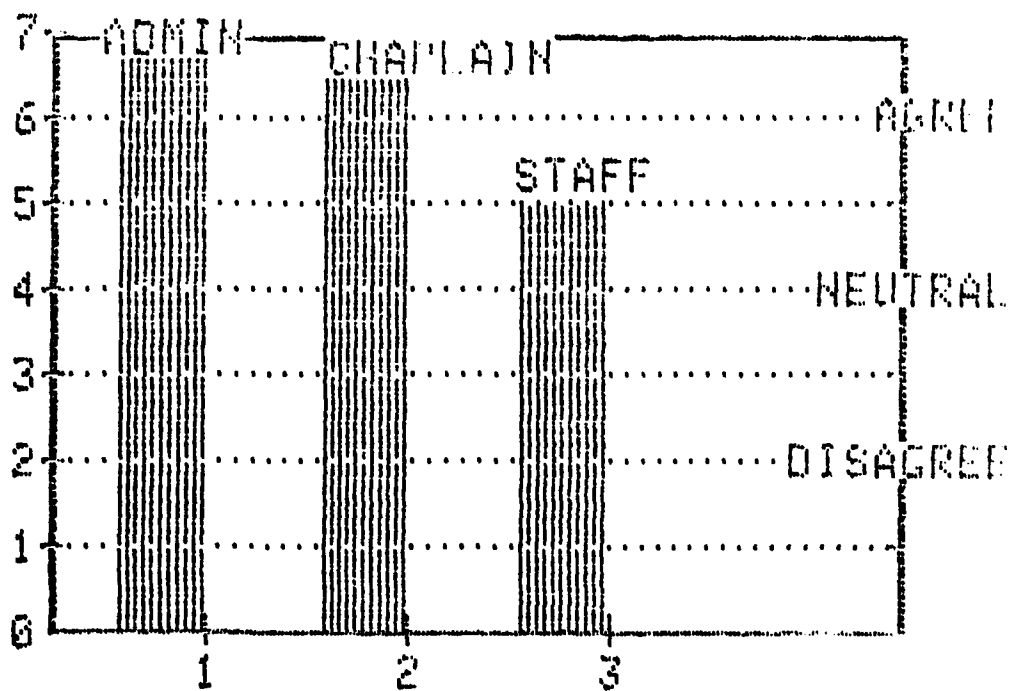
110. I feel my job is professionally rewarding.

mean = 6.16    sd = 11.18    n = 68

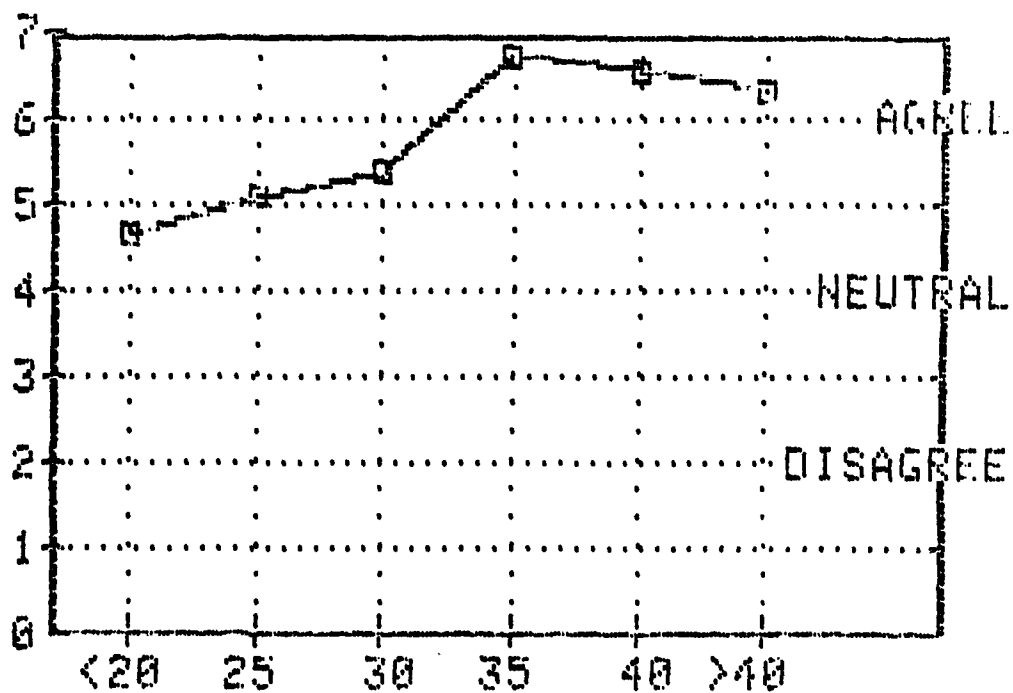
Differences are:

Job category

Age of respondent



QUESTION 110 BY JOB CATEGORY



QUESTION 110 BY AGE OF RESPONDENT

111. Assignment policies need to be changed.

mean = 4.38 sd = 1.42 n = 69

Neutral response to this statement. No detected differences.

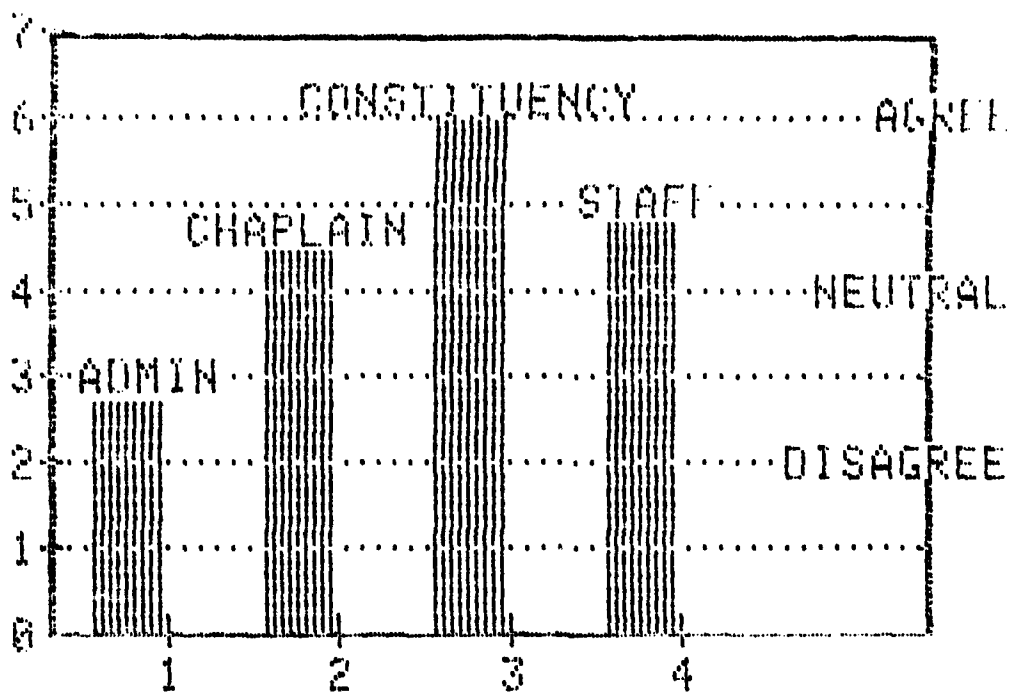
112. The professional Development Plan should be revised.

mean = 4.30 sd = 1.33 n = 69

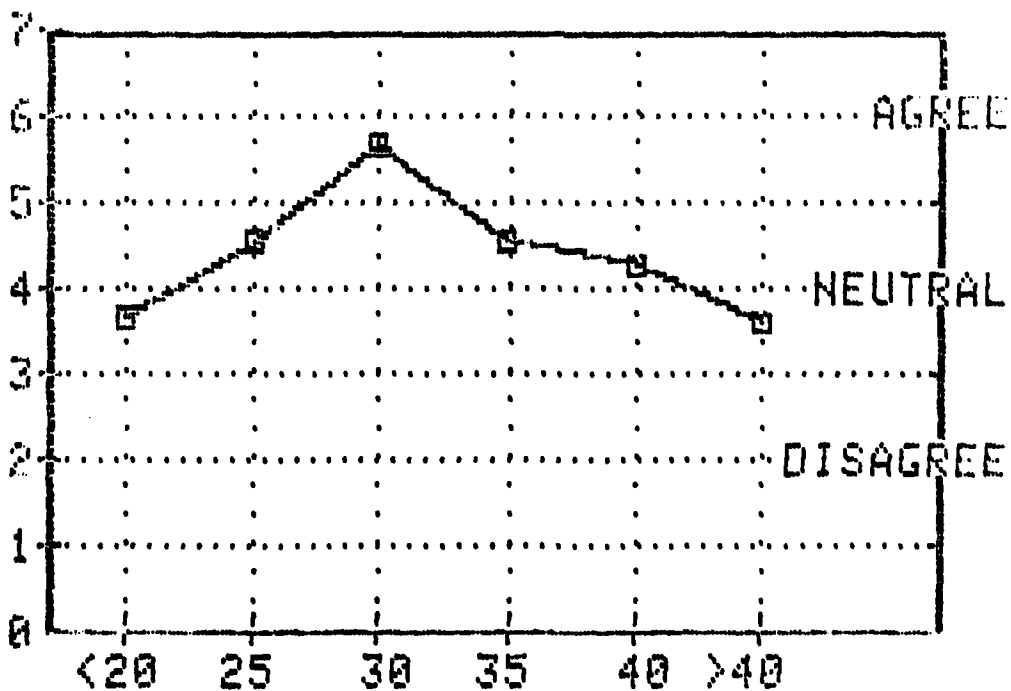
Differences as follows:

Job category

Age of respondent



QUESTION 112 BY JOB CATEGORY



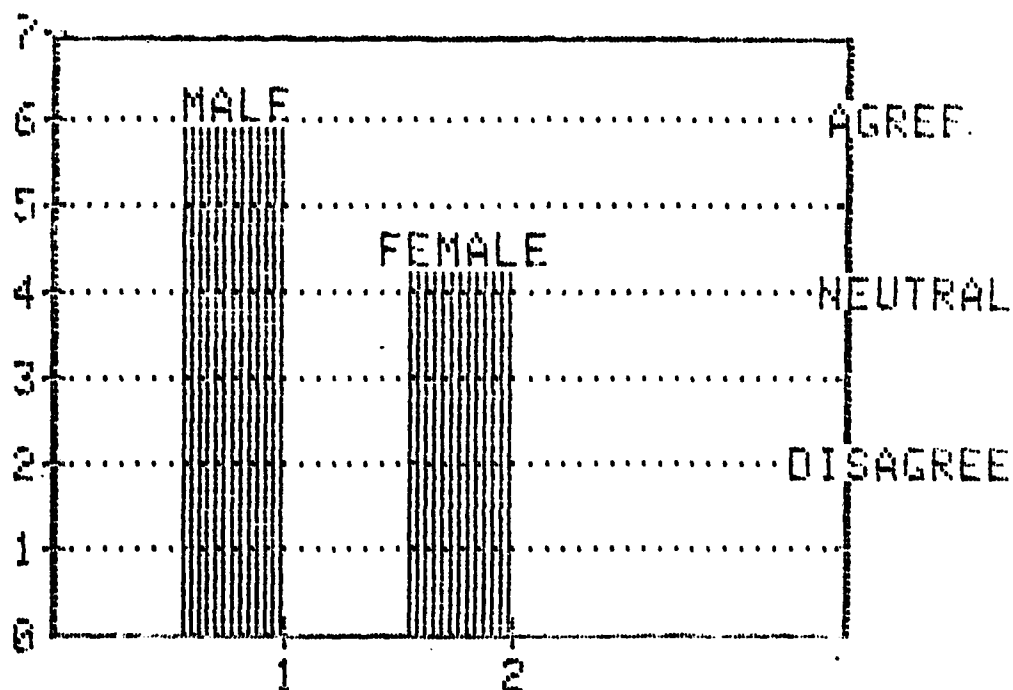
QUESTION 112 BY AGE OF RESPONDENT

113. I intend to stay in the Army as a career.

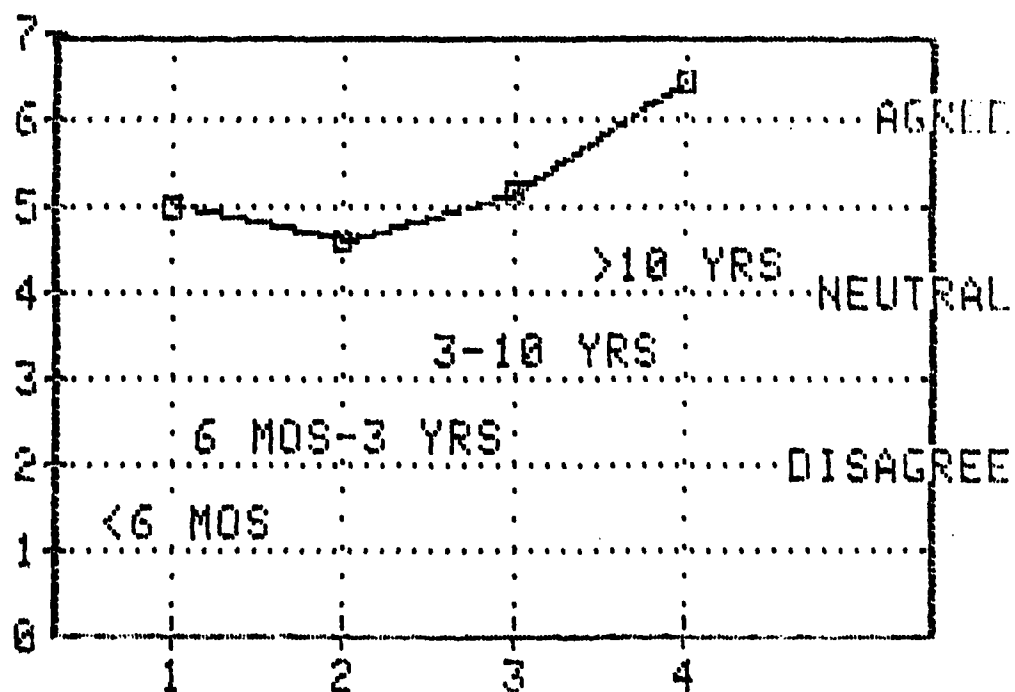
mean = 5.40    sd = 1.84    n = 68

Differences are as follows:

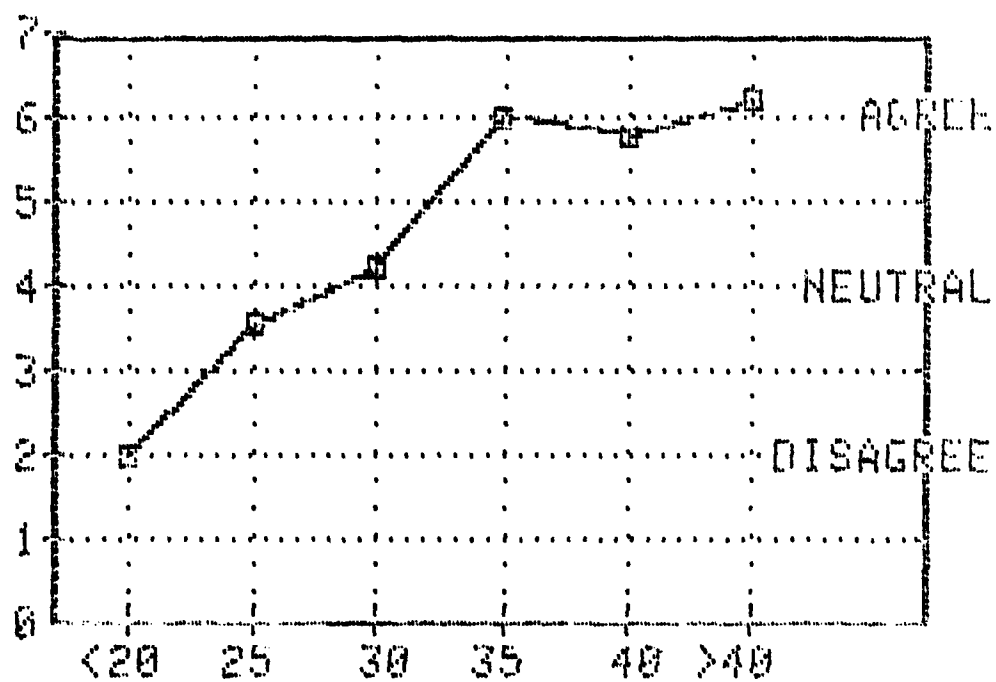
Sex of respondent  
Years of Army service  
Age of respondent



QUESTION 113 BY SEX OF RESPONDENT



QUESTION 113 BY YEARS OF ARMY SERVICE



QUESTION 113 BY AGE OF RESPONDENT

114. I believe assignment practices within the Chaplaincy are fair.

mean = 4.62    sd = 1.48    n = 69

The response was only slightly above neutral. No differences detected.

115. Chaplaincy promotion policies are fair.

mean = 4.49    sd = 1.51    n = 69

The response was neutral to this statement. No differences.

This ends the questions the chaplains' staff were requested to answer. The remaining questions were answered by only chaplains including supervisors.

116. I can better fulfill my career goals outside the Army.

mean = 3.21    sd = 1.62    n = 48

There was general disagreement with this question. No differences.

117. I was recruited by the Army.

mean = 2.77    sd = 2.02    n = 48

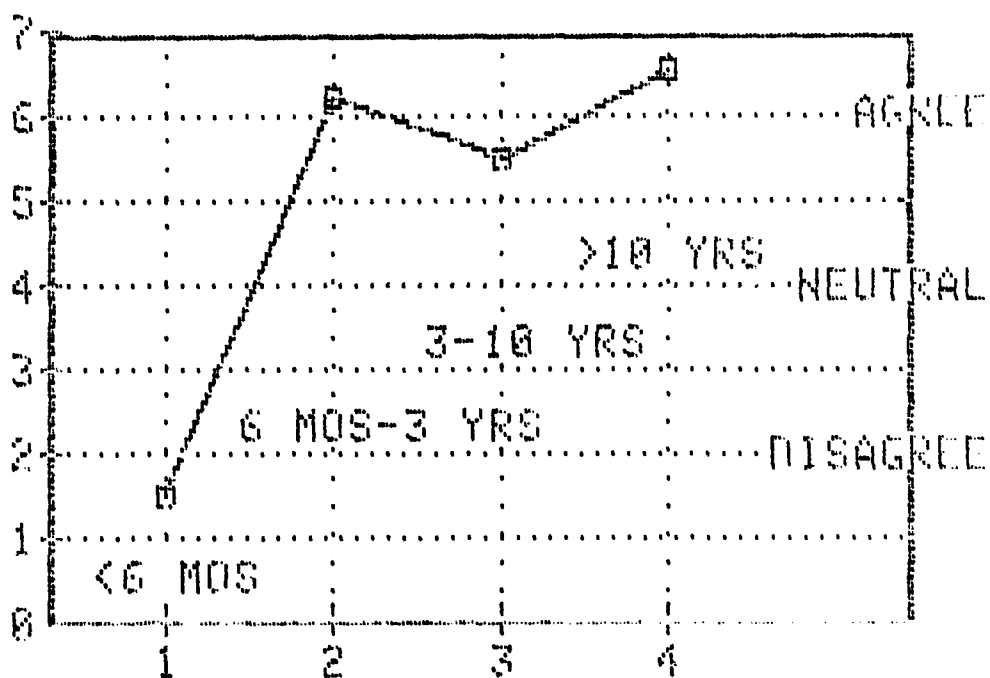
Strong disagreement to this statement. No differences.

118. I am adequately trained to be a chaplain.

mean = 5.92    sd = 1.35    n = 49

Differences as follows:

Years of Army service.



QUESTION 118 BY YEARS OF ARMY SERVICE

119. My religion is the most important thing in my life.

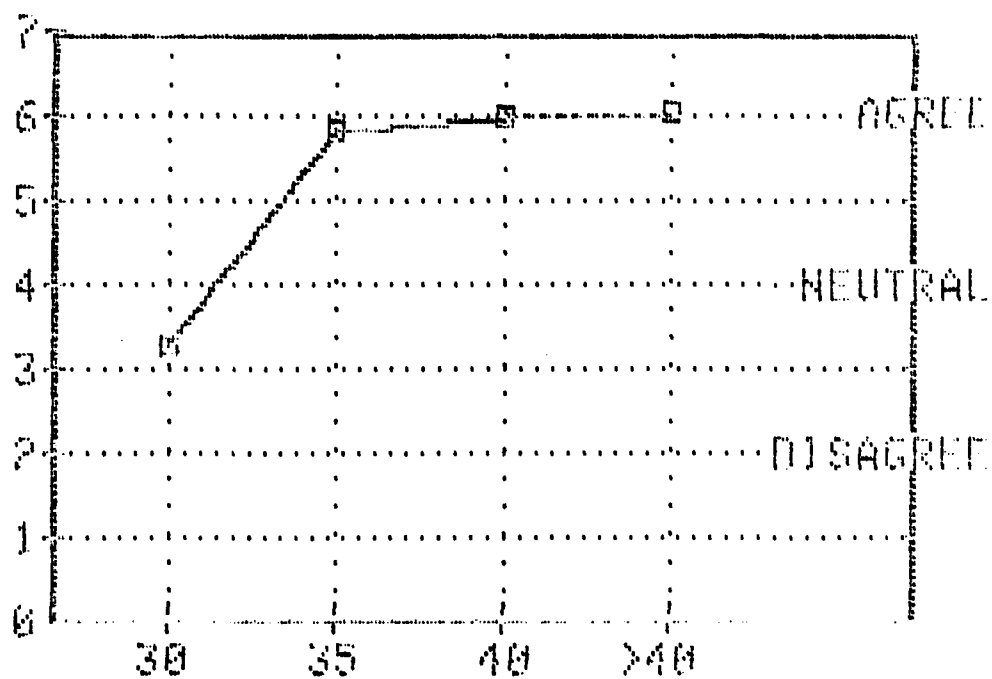
mean = 6.18   sd = 0.95   n = 49

Strong agreement with this statement. No differences.

120. Being a chaplain is what I expected.

mean = 5.80   sd = 1.32   n = 49

Difference by age of respondent.



QUESTION 120 BY AGE OF RESPONDENT

121. I sought out the Army to explore opportunities in the Chaplaincy.

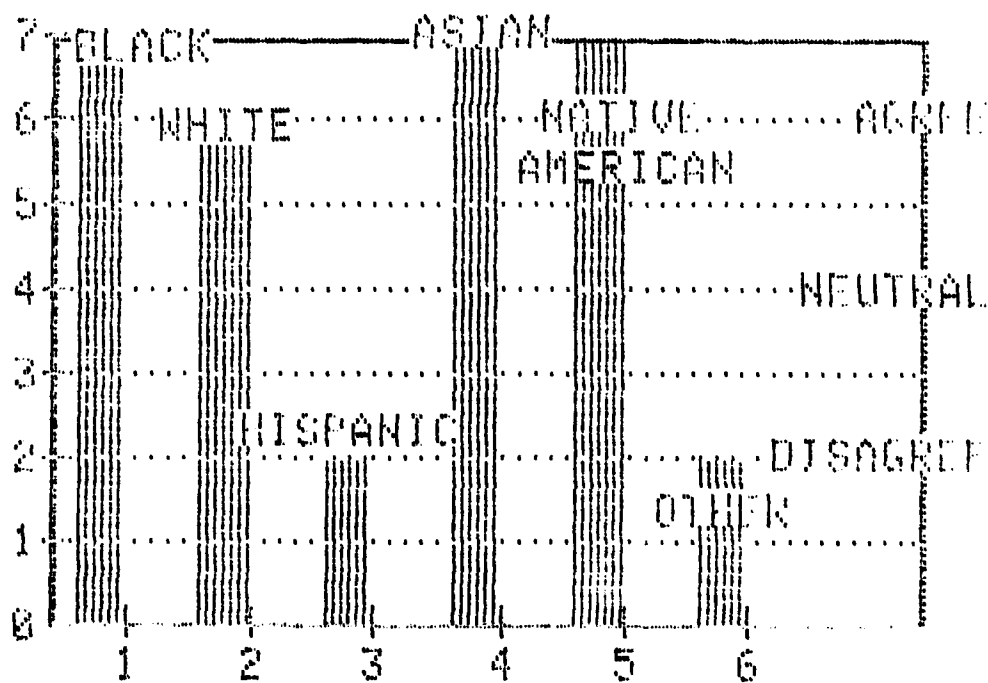
mean = 5.06    sd = 2.02    n = 48

This statement is generally agreed with by respondents. No differences.

122. To become a good chaplain requires specialized training in addition to religious training.

mean = 5.80    sd = 1.41    n = 49

Difference by race of respondent.

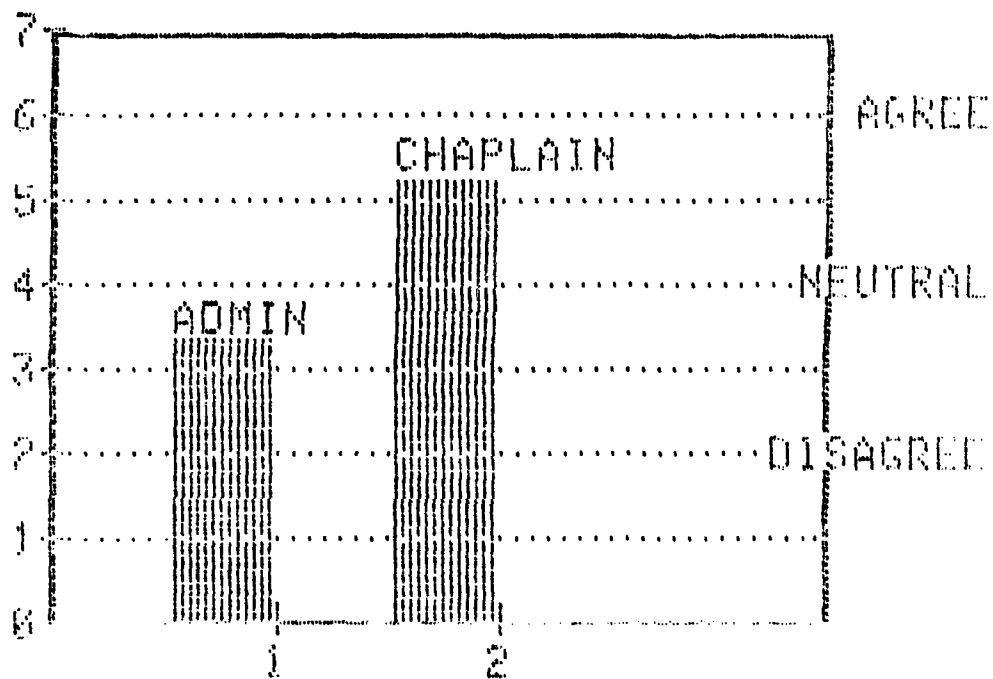


QUESTION 122 BY RACE OF RESPONDENT

123. From a professional viewpoint, being a chaplain is very different from serving my religion outside the military.

mean = 4.84    sd = 1.98    n = 49

Difference by job category.

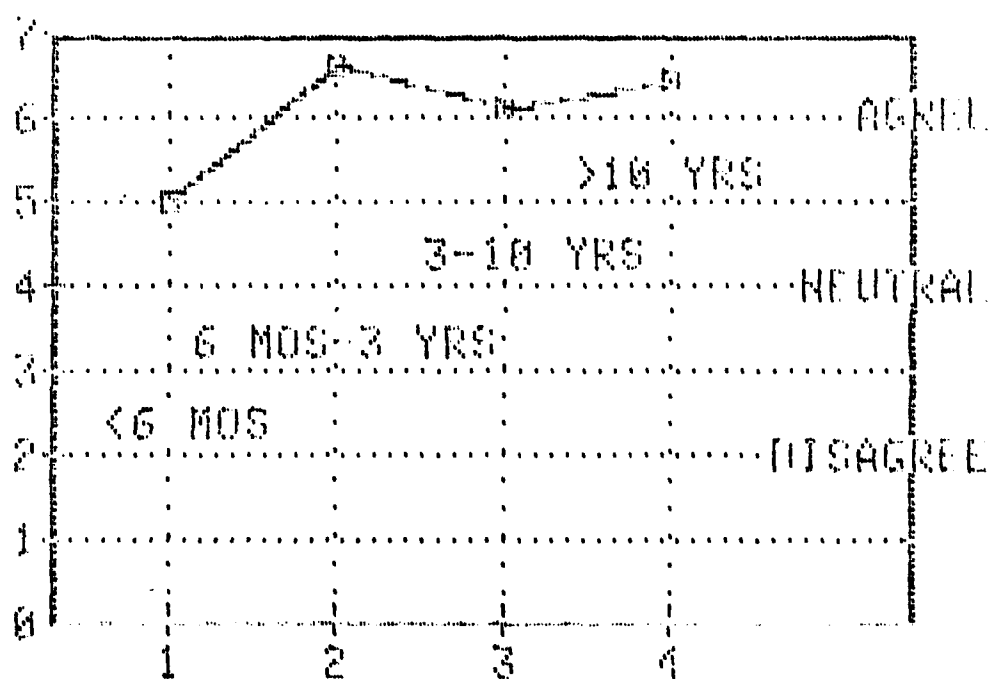


QUESTION 123 BY JOB CATEGORY

124. I am fulfilling my expected role as a chaplain.

mean = 6.33   sd = 0.66   n = 49

Difference by years of Army service.



QUESTION 124 BY YEARS OF ARMY SERVICE

125. The Army needs me.

mean = 6.29    sd = .094    n = 49

The respondents strongly agreed with this statement. No significant differences were detected.

The questionnaire is concluded.

APPENDIX B

APPENDIX B  
CORRELATION MATRIX FOR INTERCORRELATION  
OF QUESTIONNAIRE DATA

[illegible]

[illegible]

1	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87
2	.5372					.3174				.4038					.2818	.4463			-.7429	.2990	.3953	.2990	.3474	.4143	-.2946				
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7		.5218			.3140																								
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9	.5483	.3247								.3008	.3415																		
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12	.3794				.4006																								
13	-.3197	-.3339			-.2822																								
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15	.3916						.2918		.3508	.4306	.5594			.4978	.3538														
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17									.3985																				
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19							.3772	.3000		.2944																			
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23							.3456	.3386		.3048																			
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2			.3928		.3136								-.2851			.4451		.3295				.2809	.3535			.4254	.3488	.2799	.4972
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78							.3869	.2897						.3212															
79							.6847	.4332	-.2893					.3817	.5240	-.3385	.2914	.3338	.4669								-.3357		
80							.4867							.5181	.6182		.3363		-.3981								.3555		
81		.2807								.3176					.3284													.4707	
82			-.2695	-.2810	.4090			.5159	-.4151					.3747	-.3768	.4374	.3420	.5415	.5737								.3710		
83			-.3024	-.3144	.2919				-.3412					.3631	.4730		.4617	.4038	-.4233	.4877							.7449		
84		.2942	.7003	.2895		-.3475		-.3117	.4367					.5303	.4400		-.5161	.6315								.3430		.3998	-.4260
85				-.4392											-.3769														
86			-.3458	-.4795				.3654							-.2782	.4052		.3420	.4268							.3699			
87							.4787																						
88																													
89						.4333								.5727	.8006		.4624									.4212		.5610	.6382
90						.5250			.3840	-.4449				.3536	.5612	-.3252	.5206	.4321	.3643							.5957	.5391	.6324	
91														.3739					.2899								.3532		
92		-.3882		-.4551	-.3634	.4639		.4136	-.4795					.3196	-.4083	.4540	.3541	.5111	.6341							-.3607	.4111	.4831	
93										.4103								.2832	.3448										-.3888
94		-.3309		.4988	.5487	.3884		.4576	-.4293	.2923																			
95					.4904	.3765																							
96			-.3767		.4057	.4583																							
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98			.3601		.3014			-.3398		.3506								.3954		-.3123	.3906	.4242							
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B-11



APPENDIX C

APPENDIX C  
DATA COLLECTION PROTOCOLS

## QUESTIONNAIRE

Canyon Research Group, Inc. has been contracted by the U. S. Army to conduct a study on "Recruitment, Retention, Mobilization, and Training of the Woman Chaplain." Results from this study will be used to develop programs to maximize effectiveness of policies, procedures, and practices within the Chaplaincy.

To realistically assess in what areas improvement is needed, it is important to examine current practices from all perspectives. This survey is being given to several groups. Information provided is confidential and will be reported in group statistics only. The "Identifying Information" you provide will enable the researchers to examine differences and similarities among groups.

Thank you for taking the time to assist in this project.

### IDENTIFYING INFORMATION

Title of Current Assignment \_\_\_\_\_

Primary MOS \_\_\_\_\_ Rank \_\_\_\_\_

Pay Grade \_\_\_\_\_ Years in Army \_\_\_\_\_ Years in Current Assignment \_\_\_\_\_

(Check One)

☐ Male ☐ Female ☐ Regular ☐ Reserve

Age Group: (Check One)

☐ Under 20 yrs ☐ 26-30 Yrs ☐ 36-40 Yrs

☐ 20-25 Yrs ☐ 31-35 Yrs ☐ Over 40 Yrs

Ethnicity (Optional) [Information on ethnic background is voluntary and will be used only for statistical analysis]

(Check One) ☐ Black ☐ White ☐ Hispanic ☐ Asian ☐ Native American ☐ Other

Religious Denomination \_\_\_\_\_

What region of the country do you consider your home? (Check One)

☐ Northeast ☐ Southeast ☐ North Central

☐ Northwest ☐ Southwest ☐ South Central

I have seen a woman chaplain. (Check One) ☐ Yes ☐ No

I have been associated with a woman chaplain. (Check One) ☐ Yes ☐ No

**DIRECTIONS:** Based on your experience in the Army, consider the following statements. In the box beside each statement, write the number of the response that best describes your opinion, using the scale from 1 to 7.

Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

1. The chaplaincy meets my religious needs. .... ☐
2. Women should be assigned to combat duty. .... ☐
3. Only men have the temperament necessary to be good Army officers. ☐
4. I would only go to a chaplain of my own faith. .... ☐
5. Chaplains should have only duties of a religious nature. .... ☐
6. Promotion practices are the same for men and women in the chaplaincy. ☐
7. To be a good chaplain, it is necessary to understand the military way of life. .... ☐
8. I believe women should be supervisory chaplains. .... ☐
9. The chaplaincy meets my counseling needs. .... ☐
10. Women are adequately trained by the Army for the chaplaincy. .... ☐
11. Women are effective supervisors. .... ☐
12. The Army recognizes the importance of the chaplain's role. .... ☐
13. Chaplains have too many non-religious duties. .... ☐
14. Existing recruitment practices are adequate for the chaplaincy. ☐

Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

15. I would go to a chaplain for counseling on a personal problem. .... ☐
16. Chaplains should be assigned to combat duty. .... ☐
17. Chaplains serve as role models in the Army. .... ☐
18. I feel that denominational balance is a worthwhile goal. .... ☐
19. Trained lay people could perform the non-religious duties of the chaplain. .... ☐
20. Assignment practices are the same for men and women in the chaplaincy. .... ☐
21. I would go to a woman chaplain for counseling on a personal problem. .... ☐
22. Women chaplains receive special consideration in training. .... ☐
23. The role of chaplain in the Army is well defined. .... ☐
24. Women are effective as supervisors in the Army. .... ☐
25. Men and women are equally effective counselors. .... ☐
26. Army recruitment materials are effective in recruiting chaplains. .... ☐
27. Everyone knows what the chaplains duties are. .... ☐
28. Women chaplains should be assigned to combat duty. .... ☐
29. Women should be chaplains. .... ☐
30. It is important to have as many denominations as possible represented at every installation. .... ☐
31. Women can understand the Army way of life. .... ☐
32. Women chaplains receive special considerations in assignments. .... ☐
33. Men and women chaplains are respected equally. .... ☐
34. Men chaplains receive special consideration in training. .... ☐
35. Men and women chaplains are assigned the same duties. .... ☐
36. In the Army, most men prefer to have a male supervisor. .... ☐

Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

37. I would go to a woman chaplain for spiritual guidance. .... ☐
38. I feel the Army should recruit more women as chaplains. .... ☐
39. Men make better supervisors than women do. .... ☐
40. Assigning women chaplains to a combat unit would negatively affect  
combat readiness. .... ☐
41. Chaplains are accepted as part of the Army team. .... ☐
42. Non denominational religious services would fulfill my religious needs. .... ☐
43. Women make better chaplains than men do. .... ☐
44. Men chaplains receive special consideration in assignments. .... ☐
45. The role of the chaplain is divided between religious and non religious  
duties. .... ☐
46. Training in the chaplaincy could be improved. .... ☐
47. Only a chaplain can provide personal counseling. .... ☐
48. Women deserve special consideration in the Army. .... ☐
49. Denominational balance is necessary to fulfill the role of the  
chaplaincy. .... ☐
50. Chaplains are an important part of the Army team. .... ☐
51. Women make better supervisors than men do. .... ☐
52. In the Army, most soldiers prefer to visit a male chaplain. .... ☐
53. Chaplains deserve special consideration in the Army. .... ☐
54. Only a trained chaplain can provide religious instruction and spiritual  
guidance. .... ☐
55. Men make better chaplains than women do. .... ☐
56. I would attend non denominational religious services. .... ☐
57. The chaplains role is entirely religion oriented. .... ☐

Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

58. I believe Equal Employment Opportunity (EEO) goals are necessary in the chaplaincy. .... ☐
59. All in all, I am satisfied with my job. .... ☐
60. Supervisory chaplains require specialized training. .... ☐
61. Army life is what I expected it to be. .... ☐
62. My immediate supervisor treats me fairly. .... ☐
63. Factors affecting retention are recognized as important by the Army. .... ☐
64. Chaplaincy promotion practices are fair. .... ☐
65. Organizational effectiveness training is beneficial to the chaplaincy. .... ☐
66. Career counseling is readily available to me. .... ☐
67. Army recruitment methods are effective in recruiting women. .... ☐
68. Denominational balance should be a consideration in assignment decisions. .... ☐
69. I feel I am a part of the Army team. .... ☐
70. Opportunity for advancement is an important consideration in my career. .... ☐
71. Training required to prepare men and women for the chaplaincy is the same. .... ☐
72. Women are effective supervisors. .... ☐
73. Chaplaincy assignment policies are fair. .... ☐
74. Training opportunities are readily available to me. .... ☐
75. I have alternative career paths available to me. .... ☐
76. I would be willing to recruit for the Army. .... ☐
77. Denominational balance is a fair policy. .... ☐
78. I believe Equal Employment Opportunity goals are fair. .... ☐
79. I am an important part of the chaplaincy. .... ☐
80. Being an Army chaplain is a rewarding career for a religious professional. .... ☐

Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

81. The role of the supervisory chaplain is more administrative than religious. .... ☐
82. The Army creates a positive professional environment in the chaplaincy. ☐
83. Chaplaincy assignment practices are fair. .... ☐
84. Promotion policies in the chaplaincy need to be changed. .... ☐
85. Training opportunities are available to women seeking to become supervisory chaplains. .... ☐
86. The Professional Development Plan is helpful in pursuing career goals.. ☐
87. Army recruitment materials could be improved. .... ☐
88. Denominational balance should be a consideration in promotion decisions. ☐
89. My job is personally satisfying. .... ☐
90. I am fulfilling my expected role as a religious professional. .... ☐
91. The chaplaincy can achieve Equal Employment Opportunity goals within the existing organizational and policy framework. .... ☐
92. The chaplaincy recognizes and rewards superior performance. .... ☐
93. Assignments within the chaplaincy are made without regard to sex. .... ☐
94. Promotion practices within the chaplaincy are consistent with expressed policies. .... ☐
95. The Army encourages me to improve my job skills through training. .... ☐
96. I have opportunities for advancement within the chaplaincy. .... ☐
97. Chaplains should be recruited directly from the seminaries. .... ☐
98. The policy of denominational balance needs to be changed. .... ☐
99. I have alternative career opportunities in the Army. .... ☐
100. Promotion procedures need to be changed. .... ☐
101. Women chaplains receive special consideration in promotions. .... ☐
102. Men chaplains receive special consideration in promotions. .... ☐

Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

103. I would recommend the chaplaincy to other religious professionals. .. ☐
104. Recruitment practices could be made more effective. .... ☐
105. I have alternative career paths within the chaplaincy. .... ☐
106. Assignment procedures need to be changed. .... ☐
107. Promotions within the chaplaincy are made without regard to sex. .... ☐
108. The chaplaincy should make organizational changes to further Equal Employment Opportunity goals. .... ☐
109. I contribute to the Army team. .... ☐
110. I feel my job is professionally rewarding. .... ☐
111. Assignment policies need to be changed. .... ☐
112. The Professional Development Plan should be revised. .... ☐
113. I intend to stay in the Army as a career. .... ☐
114. Assignment practices within the chaplaincy are consistent with expressed policies. .... ☐
115. Chaplaincy promotion policies are fair. .... ☐
116. I can better fulfill my career goals outside the Army. .... ☐
117. I was recruited by the Army. .... ☐
118. I am adequately trained to be a chaplain. .... ☐
119. My religion is the most important thing in my life. .... ☐
120. Being a chaplain is what I expected. .... ☐
121. I sought out the Army to explore opportunities in the chaplaincy. ... ☐
122. To become a good chaplain requires specialized training in addition to religious training. .... ☐
123. From a professional viewpoint, being a chaplain is very different from serving my religion outside the military. .... ☐
124. I am fulfilling my expected role as a chaplain. .... ☐
125. The Army needs me. .... ☐

DIRECTIONS: Please read the following list of duties which may be performed by a chaplain. Reflecting on your own experience, indicate in Column 1 the percentage of your time that is actually spent in each activity, and in Column 2 the percentage of time that would be spent by a chaplain under ideal circumstances. Use the lines at the bottom to add activities not listed that are, or should be, a chaplain's responsibility. Each column should total 100%.

1		2
<u>Actual</u>	<u>Activity</u>	<u>Ideal</u>
_____	Spiritual guidance	_____
_____	Religious Instruction	_____
_____	Counseling	_____
_____	Preparing, giving sermons	_____
_____	Social functions	_____
_____	Officiating at religious functions (e.g., wedding, funeral)	_____
_____	Clerical duties	_____
_____	Supervising staff	_____
_____	Public relations	_____
_____	Administrative paperwork (e.g., record keeping, report writing)	_____
_____	Required attendance at military functions not specifically related to chaplaincy	_____
_____	Career development (e.g., training)	_____
_____	Meetings	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

## INTERVIEW QUESTIONS

Chaplains  
Supervisory Chaplains  
Staff

### RECRUITMENT

How were you recruited into the Army Chaplaincy?

Which recruitment methods and materials had the greatest influence on your decision to join the Army?

How would you improve recruitment methods and materials to increase recruitment of women Chaplains?

### RETENTION FACTORS

What are the primary duties of a Chaplain?

How do you spend your time?

What could be done to enhance the role of the Army Chaplain?

Are there discrepancies between what you expected your job to be and what it actually is?

What is the difference?

What causes the discrepancy?

What duties that are presently your responsibility could be assigned to a trained lay person?

#### RETENTION FACTORS

What are the most rewarding aspects of your job?

What are the most frustrating aspects of your job?

What is your career goal in the Army?

How is the Army helping you reach your goal?

Which policies and practices work for you?

Which policies and practices work against you?

Why are there only ten women Chaplains?

#### PROMOTIONAL MATERIALS

What factors led you to choose a career in religion?

What factors influenced your decision to serve in the Chaplaincy?

What areas should promotional materials highlight to interest women in the Chaplaincy?

#### PROVIDE INFORMATION ON MILITARY SERVICE

Before joining the Army, what information were you given regarding requirements, duties, expectations, and exigencies of military life?

How did this information help you in adjusting to Army life?

Was information adequate to prepare you for Chaplaincy?

PROVIDE INFORMATION ON MILITARY SERVICE

For someone in religious training, what information is needed to responsibly make the decision whether to join the Chaplaincy?

What information is required to ensure success of the prospective Chaplain?

What would you tell someone to give them an understanding of the nature of military life?

What is the relationship between understanding military life and success as a Chaplain?

CAREER MANAGEMENT

What policies does the Army or the Chaplaincy have regarding career management?

How have these policies affected your career?

What is the general attitude toward women in the Chaplaincy?

(women  
only)

How have you been received in the Chaplain's role?

What factors have facilitated acceptance of women Chaplains?

What is the Army's attitude toward women Chaplains?

How is the attitude manifested in actions, policies, procedures?

Do you perceive any difference in the treatment of Chaplains due to

- ☐ Denomination?
- ☐ Sex?
- ☐ Race?

Do you perceive any difference in the acceptance of Chaplains based on

- ☐ Denomination?
- ☐ Sex?
- ☐ Race?

#### RETENTION FACTORS

What circumstances would cause you to leave the Army or Chaplaincy?

What are the incentives for you to stay?

#### ASSIGNMENT

What are assignment policies and procedures in the Chaplaincy?

How do they differ from practices?

How do assignment practices affect your career development?

How would you change assignment policies/procedures?

### DENOMINATIONAL BALANCE

What is Chaplaincy policy regarding denominational balance?

What are the pros and cons of this policy?

What do you see as alternatives to denominational balance?

How could the role of the Chaplain be redefined to facilitate recruitment/retention of women and eliminate denominational balance requirements?

### TRAINING

Describe your background and the type of training you received in preparation for the Chaplaincy.

What training is of the greatest benefit to you in your Chaplain's role?

Is training the same for men and women?

Are there training needs specific to women Chaplains?

What specific program of training would you recommend to women joining the Chaplaincy?

How would you improve training in the Army/Chaplaincy?

In what skill areas are additional training courses needed?

Are there areas of responsibility in which women Chaplains could not function as effectively as men? What Areas?

### ISSUES

What issues have surfaced as a result of introducing women into the Chaplaincy?

What is currently being done to facilitate the successful assimilation and acceptance of women Chaplains?

### PROFESSIONAL DEVELOPMENT PLAN (PDP)

How has the PDP affected your career?

What are the professional development needs of women Chaplains?

What changes need to be made in the PDP to meet the special needs of women Chaplains?

### "UNDERSTANDING MILITARY SYSTEM"

How do you interpret the phrase "lack of understanding of the military system"?

What are manifestations of a "lack of understanding of the military system"?

How does an understanding of the military system relate to your role as a Chaplain?

### SUPERVISORY CHAPLAIN

What are the duties of a Supervisory Chaplain?

How and on what basis are Supervisory Chaplains selected?

Do you aspire to be Supervisory Chaplain?

What skills are needed to be effective in this role?

Are there training opportunities available to you to develop and enhance your supervisory skills?

What do you see as your career path?

What alternative career paths are open to you?

Why are no women Supervisory Chaplains?

## INTERVIEW PROTOCOL FOR ENDORSING AGENTS

1. What role does endorsing agent take in making possible candidates (e.g. seminary students, pastors) aware of Chaplaincy as an option for ministry?  
  
With whom does this responsibility rest?
2. What is the role of the endorsing agent
  - . In recruitment of chaplains
  - . In supervision of chaplains
  - . In monitoring chaplains' performance/progress
3. What are your standards for endorsement?  
  
How are standards set?  
  
Do same standards apply to men and women?  
  
How frequently are standards reviewed?
4. What criteria are used in selecting best qualified candidates to serve as chaplains?  
  
How are these criteria established? By whom?
5. What is the philosophy/rationale for requiring (not requiring) parish experience for endorsement as a chaplain?
6. Under what circumstances would endorsement be withdrawn from a chaplain?
7. What recommendations would you make for improving recruitment/training/retention of chaplains?
8. What recommendations would you make for increasing the numbers of women chaplains?
9. What can the Chaplaincy do to facilitate the role of the endorsing agencies?
10. What can endorsing agencies do to facilitate the role of the Chaplaincy?

## SEMINARY SURVEY

The following list of questions are of great interest to us for this study. Please address all that you have time to do. We would appreciate your responses.

1. What are sources for recruitment of women chaplains?
2. How do seminaries recruit women candidates?
3. What are the public relations/promotional materials used by the seminary?
4. What are career alternatives of seminary graduates?
5. What services are available for career guidance and placement?
6. What are policies regarding women candidates?
7. What are student attitudes regarding women candidates?
8. What is the attrition rate of male versus female students?
9. What number of graduates go into chaplaincy? (If possible, break down by sex.)
10. How readily available is information on the Army chaplaincy?
11. What are the typical duties for which students prepare?
12. What is a typical course curriculum?
13. What is done to facilitate assimilation of women students?
14. What would you recommend Army do to encourage recruitment of women into chaplaincy?

APPENDIX D

APPENDIX D  
DESCRIPTION AND ANALYSIS  
OF PROJECT OBJECTIVES

Table I. Proposed Task Analysis From Research  
Proposal Continued Pages 2-16

TASK 1 Objective: To identify procedures which will contribute to recruitment and retention of women chaplains

Questions to be Answered	Activities	Source	Instrumentation	Expected Outcomes
What are existing procedures regarding recruitment of women into Army Chaplaincy?	Review of existing procedures	US Army Policy/Procedure Manual		Overview of existing procedures
How do existing procedures affect recruitment of women into Army Chaplaincy?	<p>Comparison of:</p> <ul style="list-style-type: none"> <li>.numbers of women recruits vs women in chaplaincy</li> <li>.numbers of women officers as a group vs women officers in role of chaplain</li> <li>.numbers of officers, men and women, at rank comparable to chaplain vs number of chaplains</li> </ul> <p>Interview/Survey women chaplains regarding factors affecting their decision to join the Army</p> <ul style="list-style-type: none"> <li>.What factors had a positive effect?</li> <li>.What factors had a negative effect?</li> <li>.recommended changes</li> </ul>	<p>Army recruitment records</p> <p>Women currently in chaplaincy</p> <p>Women who have left chaplaincy</p>	<p>Statistical tests of significance</p> <p>Researcher designed structured interview</p>	<p>Gain a realistic picture of the level of success in recruiting women into chaplaincy</p> <p>Identify areas in which existing procedures operate to encourage recruitment of women into chaplaincy (Ref. Tasks 3.2, 3.3)</p> <p>Identify areas in which procedures need to be altered or developed to serve goal of female recruitment (Ref. Tasks 3.2, 3.3)</p> <p>Develop specific recommendations for designing procedures that will contribute to increased recruitment of women in chaplaincy (Ref. Tasks 3.2, 3.3)</p>

**TASK 1** Objective: To identify procedures which will contribute to recruitment and retention  
 Cont. of women chaplains

Questions to be Answered	Activities	Source	Instrumentation	Expected Outcomes
How do existing procedures affect retention of women chaplains?	<p>Comparison of:            .rate of attrition of women in chaplaincy vs women in the Army as a group            .rate of attrition of chaplains, men and women, vs officers as a group</p> <p>Interviews with:            .women currently serving as chaplains            .women who have left the chaplaincy</p>	<p>US Army personnel records</p> <p>Women chaplains            Former women chaplains</p>	<p>Statistical test of significance</p> <p>Researcher designed structured interview</p>	<p>Gain a realistic picture of rate of attrition among women in chaplaincy</p> <p>Identify areas in which existing procedures serve to encourage retention of women in chaplaincy (Ref. Tasks 3.4, 3.7, 3.8, 3.9)</p> <p>Identify specific areas in which procedures need to be altered or developed to encourage retention of women in chaplaincy (Ref. Tasks 3.4, 3.7, 3.8, 3.9)</p> <p>Develop specific recommendations for designing procedures that will contribute to increased retention of women in chaplaincy (Ref. Tasks 3.4, 3.5, 3.6, 3.9)</p> <p>Identify factors affecting retention of women in chaplaincy (Ref. Tasks 3.4, 3.5, 3.7, 3.8, 3.9, 3.10, 3.11)</p>
What factors affect retention of women in chaplaincy?	<p>Review of literature in areas of:            .women in the Army            .women in religion            .job satisfaction</p>	Published studies/reports		

TASK .1 Objective: To identify procedures which will contribute to recruitment and retention of women chaplains

Questions to be Answered	Activities	Source	Instrumentation	Expected Outcomes
What factors affect retention of women in chaplaincy? (continued)	Interview/survey groups regarding factors that affect career decisions to stay or leave: -women currently serving as chaplains -women who have left the Army Chaplaincy -men currently serving as Army Chaplains -women Army officers as a group -civilian women in the clergy -civilian women who have left the clergy	Members of each group identified	Researcher designed structured interview  Researcher designed survey	Identify factors which positively and adversely affect career decisions made by women in: -Army (Ref. Tasks 3.3, 3.10) -clergy -Army Chaplaincy (Ref. Tasks 3.4., 3.9, 3.11)
How many and what sources are available for recruitment of women chaplains?	Review policies/doc- trines of denominations that do/do not accept women into clergy  Compare: -ratio of women to men clergy within each denomination -ratio of women civil- ian clergy to women Army Chaplains as a group and within denominations -ratio of civilian clergy to Army Chap- lains, male and female, within each denomination	Church and religious organization leadership/ records/ documents	Researcher designed paradigms for an- alyzing commonal- ities/differences among denominations  Statistical test of significance	Identify sources for re- cruitment of women into chaplaincy  Gain data needed to real- istically evaluate Army policy of denominational balance (Ref. Task 3.6)  Gain information needed to reevaluate role and re- quirements of Army Chap- lains (Ref. Tasks 3.5, 3.6, 3.10, 3.11)

**TASK 1** Objective: To identify procedures which will contribute to recruitment and retention.  
**Cont.** of women chaplains

Questions to be Answered	Activities	Source	Instrumentation	Expected Outcomes
How do churches and other religious organizations recruit women into leadership roles?	Examine policies/doctrines regarding recruitment/role of women in clergy	Church and religious organization's leaders/clergy doctrines		Gain insight into successful recruitment procedures for civilian women clergy
	Survey religious leaders regarding recruitment efforts within their churches/organizations	Selected representative	Researcher designed survey	Adapt successful recruitment materials/techniques in religious community to Army usage, where appropriate (Ref. Task 3.2)
	Interview/survey women clergy	Selected women clergy	Researcher designed structured interview/survey	
	Gather sample materials relating to church recruitment/training of women clergy	Church records		Gain understanding of civilian denominational training for women and its possible uses in Army Chaplain's training (Ref. Tasks 3.7, 3.8, 3.11)

**TASK 2 Objective: To determine what types of promotional materials are required to interest women in the military chaplaincy**

Questions to be Answered	Activities	Source	Instrumentation	Expected Outcomes
What promotional materials are currently being used to recruit women into the Army?	Review of existing Army recruitment materials	US Army recruitment literature		Overview of existing materials
How effective are current materials in generating an interest in the chaplaincy?	Comparison of: - numbers of women recruits vs numbers of women recruits in the chaplaincy Interview/survey	US Army recruitment and personnel records Present and former military chaplains, men and women Women in or training for the ministry	Statistical test of significant difference Researcher designed structured interview/survey	Evaluate the effectiveness of current promotional materials in recruiting women for Army Chaplaincy Identify areas/issues that are of special concern to chaplain recruits and should be addressed in promotional materials Develop specific recommendations for types of promotional materials that are needed to strengthen recruitment efforts
What factors affect a person's decision to become a chaplain in the military? - Are these considerations unique? - Are these considerations the same for men and women? - Do current promotional materials address these factors?	Review of promotional materials from other armed forces	Armed forces recruiters		Identify promotional techniques in recruitment literature
What promotional materials are currently being used to recruit women into the chaplaincy in other armed forces?	Review recruitment materials Survey religious organizations	Churches/divinity schools	Researcher developed questionnaire	Gain an understanding of considerations made in the decision to go into the ministry/apply this knowledge to improve promotional materials

**TASK 3 Objective:** To develop strategies to provide adequate information concerning the requirements, duties, expectations, and exigencies of military service.

Questions to be Answered	Activities	Source	Instrumentation	Expected Outcomes
What information is currently available to prospective Army Chaplains regarding these aspects of Army life?	Review of current materials in these areas	US Army recruitment/informational material		Overview of current situation (Ref. Tasks 3.2, 3.7, 3.10)
How is information in these areas disseminated to Army Chaplains in prospective Army Chaplains?	Review of existing practices	US Army information services Chaplains Office		
Do current practices provide adequate information to enable Army Chaplains to be successful in their role or to ensure the success of prospective chaplains?	Interview/survey	Army Chaplains Former Army Chaplains	Researcher designed structured interview/survey	Gain understanding of current practices Develop recommendations for expanding current available information to include issues specific to women in the chaplaincy (Ref. Tasks 3.2, 3.7, 3.8, 3.10)
What specific information is required to develop an understanding of military life? What necessary information is particular to the Chaplaincy? What necessary information is particular to women?	Interview/survey regarding salient factors of military life and their relationship to successful functioning in the role of Army Chaplain	Army Chaplains Former Army Chaplains Women officers in other branches	Researcher designed structured interview/survey	Identify salient characteristics of Army life (Ref. Tasks 3.2., 3.5, 3.10) Identify specific understandings particular to women serving as Army Chaplains (Ref. Tasks 3.2, 3.5., 3.7, 3.10) Gain understanding of the nature of military life and the relationship between military life and the role of a chaplain (Ref. Tasks 3.2, 3.5, 3.10)

**TASK 4 Objective:** To determine what chaplain branch policy changes are required in career management to enhance the retention of women chaplains

Questions to be Answered	Activities	Source	Instrumentation	Expected Outcomes
What are existing branch policies regarding career management? -Are policies the same for men and women? -Are policies applied the same for men and women?	Review branch organization charts/job descriptions Review branch policy statements regarding career management	Chaplaincy policy manuals Chaplaincy administrative personnel	Researcher designed structured interview	Overview of existing situation
How are career management decisions made? -Is procedure the same for men/women chaplains? -What is the impact of decisions making policy and practice on women in chaplaincy?	Interview/survey Interview/survey Review of personnel records to determine attrition rate of: women in chaplaincy vs men in army as a group Women chaplains vs men chaplains	Chaplain branch administrative/supervisory personnel Chaplain Women who left chaplaincy US Army personnel records	Researcher designed structured interview/survey Statistical tests of significant difference	Understand current career management procedures and their application Identify policies that contribute to successful career management program (Ref. Tasks 3.9, 3.11)
What are the attitudes of the Army power structure and chaplaincy personnel toward women as chaplains?	Survey	Army personnel Chaplaincy personnel	Researcher designed attitudinal survey	Develop recommendations for changing policy to enhance retention of women chaplains (Ref. Tasks 3.1, 3.9, 3.11) Identify attitudes which affect career management decisions (Ref. Tasks 3.5, 3.8, 3.10)
Are men and women chaplains entered at the same rank and level of responsibility, with comparable qualifications?	Examine personnel records, comparison of men and women chaplains rank and assignment	Army personnel Army personnel records		Gain a realistic picture of career management policies and how they affect retention of women chaplains (Ref. Tasks 3.1, 3.9)

**TASK 4 Objective: To determine what chaplain branch policy changes are required in career management to enhance the retention of women chaplains**

Questions to be Answered	Activities	Source	Instrumentation	Expected Outcomes
What career factors contributed to the decision of women who chose to leave the Army Chaplaincy?	Interview/survey regarding career management policies and career opportunities for women in the chaplaincy	Women who have left the chaplaincy	Researcher designed structured interview/survey	Identify career management factors which positively and negatively affect retention of women chaplains (Ref. Tasks 3.1, 3.9, 3.11) Development recommendations for policy changes which would enhance retention of women chaplains (Ref. Task 3.1)
What are present assignment procedures for chaplains? .Is the procedure the same for men and women? .Are the procedures applied the same for men and women? .Where are women chaplains presently assigned?	Review of assignment procedures  Interview/survey	Policy statements  Branch administrative personnel  Army Chaplains  Assignment Records	  Researcher designed structured interview/survey  Statistical tests for significant difference	Gain a realistic picture of assignment procedures affecting women chaplains  Identify strengths/weaknesses of assignment policies/procedures  Demonstrate the relationship between assignment procedures and retention of women chaplains (Ref. Tasks 3.1, 3.9)  Develop recommendations for career management policies which will increase retention of women chaplains (Ref. Tasks 3.1, 3.9)

**TABLE 5 Objective: To determine the impact under mobilization of increased numbers of women chaplains in providing ministry to combat soldiers**

Questions to be Answered	Activities	Source	Instrumentation	Expected Outcomes
What are the attitudes of the following groups toward the introduction of women chaplains into a combat situation? -unlisted soldiers -combat officers -Army Chaplains -women Army Chaplains -Army power structure	Survey identified groups	Army personnel	Researcher designed attitudinal survey	Gain a realistic picture of the attitudes factors operating
What studies have been done regarding mobilization of women in combat?	Review of literature	Published and unpublished reports		Identify specific areas of resistance/acceptance (Ref. Tasks 3.7, 3.8)
Are men/women chaplains trained for combat?	Examine current training practices	Army training manuals		Overview of current information in this field
How would combat readiness be affected by the introduction of larger numbers of women chaplains?	Survey personnel in combat units	Army combat personnel	Researcher designed survey	Determine impact of increased numbers of women chaplains serving in combat situation

**TASK 6 Objective:** To examine the impact on denominational balance, in view of the fact that only a limited number of denominations endorse women

Questions to be Answered	Activities	Source	Instrumentation	Expected Outcomes
What is the existing policy on denominational balance? -How is balance achieved? -What determines denominational balance requirements? -What is the effect of denominational balance?	Review denominational balance policies  Survey Chaplaincy personnel	Chaplaincy policy manuals  Army Chaplains and staff	Researcher designed survey	Overview of existing situation
What is the philosophy behind the policy of denominational balance?	Survey	Chaplaincy personnel	Researcher designed survey	Identify rationale behind policy of denominational balance
What are alternatives to denominational balance? E.g., non-denominational or lay chaplains; redefinition of chaplain's role	Interview/survey, regarding: -role of chaplain -policy of denominational balance -alternatives to denominational balance	Chaplaincy personnel Chaplain's constituent groups	Researcher designed structured interview/survey	Define role of Army Chaplain  Suggest alternatives to policy of denominational balance
How does the constituency view the role of Army Chaplain?  Would the constituency and/or the chaplaincy accept an alternative in order to further EEO goals?				Evaluate feasibility of implementing an alternative (Ref. Tasks 3.1, 3.4)
What are the specific goals of the Army Chaplaincy for increasing the numbers of women chaplains?	Interview  Review written goals (if available)	Chaplaincy personnel Policy Manual	Researcher designed structured interview	

**TASK 7 Objective:** To identify training requirements for female chaplains that are different or in addition to those provided for male chaplains

Questions to be Answered	Activities	Source	Instrumentation	Expected Outcomes
What are the existing training requirements for Army Chaplains? <ul style="list-style-type: none"> <li>.Is training the same for men and women?</li> <li>.Are duties the same for men and women?</li> <li>.Are expectations the same for men and women entering the chaplaincy?</li> </ul>	Review of written chaplaincy policies, job descriptions	US Army Chaplaincy		Overview of existing situation (Ref. Task 3.8)
What are the differences in training requirements for: <ul style="list-style-type: none"> <li>.men vs women in other Army branches</li> <li>.officers vs enlisted</li> </ul>	Review of Army training policies and manuals	US Army Training		Identify areas of training (Ref. Task 3.8)
Are there areas of responsibility in which women chaplains as a group generally do not function as effectively as men chaplains?	Review records of women chaplains Interview/survey women chaplains and supervising chaplains who have worked with women chaplains	Chaplaincy personnel records Chaplaincy personnel	Researcher designed paradigms for analyzing frequency of complaints Researcher designed structured interview/survey	Identify areas where training for women chaplains needed (Ref. Tasks 3.8, 3.11)
What do women with experience as Army Chaplains perceive to be additional training needs?	Interview/survey regarding training	Women Army Chaplains Women who left the chaplaincy	Researcher designed structured interview/survey	Identify areas of additional training for women chaplains (Ref. Tasks 3.8, 3.11)

**TASK 8 Objective:** To examine training requirements over and above those normally provided in the Basic Course (Refer to Task 3.7)

Questions to be Answered	Activities	Source	Instrumentation	Expected Outcomes
What issues have surfaced as a result of introducing women into the chaplaincy?	Interview/survey regarding women chaplains	Chaplaincy personnel	Researcher designed structured interview/survey	Identify training needs Develop recommendations for training programs which will insure the successful assimilation and acceptance of women chaplains (Ref. Task 3.1, 3.5)

**TASK 9 Objective:** To determine professional development requirements for women chaplains that would necessitate changes to the current Professional Development Plan

Questions to be Answered	Activities	Source	Instrumentation	Expected Outcomes
What is the Professional Development Plan? -What are its uses? -How is it implemented? -What are its goals? -What is its affect on retention of personnel?	Examine PDP Interview chaplains regarding the uses and effectiveness of PDP	Chaplaincy office and personnel	Researcher designed structured interview	Evaluation of PDP uses and effectiveness (Ref. Tasks 3.1, 3.4)
What are the professional development needs of women chaplains as perceived by: -women in chaplaincy? -men in chaplaincy? -Chaplain Branch leaders?	Survey regarding professional development	Chaplaincy personnel as identified	Researcher designed structured interview	Identify professional development needs specific to women chaplains (Ref. Tasks 3.1, 3.4, 3.7)
What changes need to be made in the PDP to meet the special needs of women chaplains?	Survey	Chaplaincy personnel	Researcher designed structured interview	Develop recommendations for changes in PDP

**TASK 10 Objective:** To determine strategies required to develop within women chaplains the understanding of the military system and their role within that system

Questions to be Answered	Activities	Source	Instrumentation	Expected Outcomes
How does Army develop this understanding of the military system among male chaplains? How would training needs for a woman chaplain differ?	Review of training strategies in this area	Chaplains Office		Overview of existing training specific to this issue (Ref. Task 3.3)
What are the manifestations of a "lack of understanding of the military system?"	Interview/survey	Chaplaincy Branch personnel Supervising chaplains who have supervised women chaplains	Researcher designed structured interview/survey	Develop strategies to ensure the successful assimilation and acceptance of women chaplains (Ref. Task 3.1, 3.3, 3.7)
Are problems that reflect a "lack of understanding of the military system" evidenced: among women in other branches of the Army? among men chaplains?	Review Army records Interview personnel in other branches	Army records Supervisory personnel Army-wide	Researcher designed structured interview	Identify source and nature of this issue (Ref. Task 3.1, 3.7)

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TASK 11 Objective: To determine strategies to undertake the role and responsibilities of the supervisory chaplain and develop supervisory skills for the woman chaplain

Questions to be Answered	Activities	Source	Instrumentation	Expected Outcome
What is the role of the supervisory chaplain? -What are the duties? -What is the basis for selection?	Review promotional procedures, job descriptions	Chaplaincy Branch office		Overview of existing situation
What skills are required to be an effective supervisor? -Are there additional skills specific to supervising within the Chaplaincy?	Review of literature Interview/survey	Chaplain and supervisory chaplains	Researcher designed structured interview	Identify skill areas essential to the role of supervisory chaplain Offer recommendations for a training program to develop identified skills in women chaplains (Ref. Tasks 3.1, 3.7)
What additional training needs are indicated to insure the successful introduction of women into leadership roles within the chaplaincy?	Survey of supervisory training needs	Chaplain	Researcher designed survey	Identify additional training needs Develop recommendations for enhancing training program for women chaplains (Ref. Tasks 3.1, 3.7)